



# **SOURCES AND METHODS OF RECRUITMENT OF INDUSTRIAL LABOUR IN U. P.**

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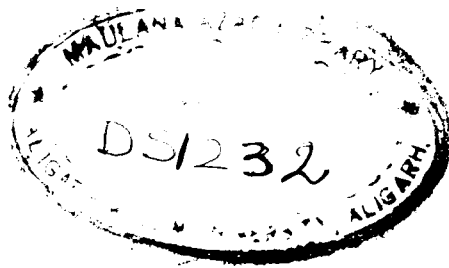
**Najeebuzzaman Khan Sherwani**

**Under the Supervision of**

**Prof. Samiuddin**

**DEPARTMENT OF COMMERCE  
ALIGARH MUSLIM UNIVERSITY  
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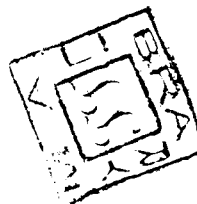
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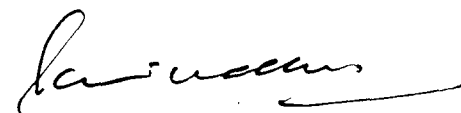
A., M. Com., Dip. Economist (Coop)  
Ph. D., D. Litt.

Department of Economics  
Aligarh Muslim University  
ALIGARH-202002  
U. P., INDIA

TO WHOM IT MAY CONCERN

This is to certify that Mr. Najeeb uzzaman Khan Sherwani worked for his M.Phil. dissertation entitled "Sources and Methods of Recruitment of Industrial labour in U.P." The work done by him is worthy of submission for the award of M.Phil. degree in Commerce of the Aligarh Muslim University, Aligarh.

To the best of my knowledge this is an original work of the above named Research Scholar.

  
( Prof. Samiuddin ) 3074/00

## C O N T E N T S

	Page
Acknowledgements	i-iii
P re face	iv-vi
CHAPTER - I      INTRODUCTION	1-30
CHAPTER - II      SOURCES OF RECRUITMENT OF INDUSTRIAL LABOUR IN U.P.	31-71
CHAPTER - III      METHODS OF RECRUITMENT OF INDUSTRIAL LABOUR IN U.P.	72-90
CHAPTER - IV      RECRUITMENT PRACTICES OF INDUSTRIAL LABOUR IN U.P.	91-123
CHAPTER - V      CONCLUSION AND SUGGESTIONS	124-130
Bibliography	i-vii

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(NAJEEB UZZAMAN KHAN SHERWANI )

## P R E F A C E

Human resources form the most critical, dynamic and complex factor in the management and development of an organisation. Man power is the real wealth of country and since it represents the labour force, it plays a very dominant role in the industrial development of the country. Labour is one of the most important factors of production and it is the backbone of an organisation. Personnel Manager as such has assumed greater significance in modern Industrial era.

The importance of workers in the modern Industrial System has been recognised. Hence, there is a great need for a clear understanding of the Scientific methods of recruitment of Industrial labour. An attempt has been made to present the relevant facts and opinions on the recruitment practices in the proper perspective and in an objective spirit. In most industrial organisations of the Uttar Pradesh the problem of recruiting competent labour in order to build up a permanent industrial team has been regarded the most critical problem. While labour can be a great asset to the organisation, they become a problem if the organisation is not able to recruit an efficient labour team.

The future prosperity and efficiency of an industrial organisation depends upon the efficient labour force. It was felt that in order to stabilize the economic activity of the



country, greater emphasis should be laid on the scientific recruitment of labour.

The need for the study of labour recruitment is specially greater in India as it has a vast land mass reasonably well endowed with natural resources accompanied by stable population and the third largest body of scientific and technical manpower. Due to population explosion, there is tremendous unemployment in India. Despite the unemployment situation in the country, it is an uphill task to recruit efficient industrial labour. It is in this context that I have tried to make a systematic study of labour recruitment. It has been attempted to study the sources and the methods of recruitment of Industrial labour in Uttar Pradesh.

The present study has been divided into five chapters. The first chapter gives an idea and meaning of the topic. Chapter Second carries out a deep study of different sources of Industrial labour supply in U.P. State. It has been found that there are numerous sources of labour recruitment in the state.

The third chapter discusses the methods of recruitment of Industrial Labour with a view of the conditions of Uttar Pradesh. Recruitment practices in Uttar Pradesh Industries have been discussed in Chapter Fourth.

The last chapter sums up the high-lights of the study and offers suggestions for the improvement of labour recruitment procedure.

For the purpose of this study enquiries were made through direct contact with Personnel Managers, workers and Entrepreneurs. In this study only skilled, semi-skilled , unskilled workers are taken up , while supervisory and managerial staff has been excluded.

However , in getting the information presented certain problems . The persons from whom the information was sought were hesitant in disclosing it. They were assured that it would be used for purely academic purposes. Another problem was that of inability of the workers and entrepreneurs to give satisfactory answers on account of their illiteracy.

## CHAPTER - I

### INTRODUCTION:

A business by its nature is dynamic and exists because of its economic performance in a society. The effectiveness of an industrial enterprise large or small is judged by its economic and social results. In a competitive economy, an industrial concern is responsible for producing goods and services of high quality and for efficient personnel. Business organisations combine their resources raw materials and machines with workers, management leaders and, entrepreneurs. An industrial concern can not achieve its desired common goals without effective utilisation of human resources. Any industrial work related to production and distribution, undertaken for certain monetary considerations is termed as "labour" in economics. Labour includes workers whose involvement is directly in the process of industrial production of different kinds in different types of factories. Thus, labour is a means of production.

The labour is not only a means of production, but also an end of production. The labour class, in other words is not only an important segment of production of the

state of Uttar Pradesh but also a beneficiary of the fruitful results of its development and the most significant instrument for the achievement of the objectives of the state. With the growing important roles of labour class of people in the development of the state and the nation as a whole, modern educationists have developed a separate subject which studies the well being of such workers, their recruitment and selection their betterment, status, welfare and remuneration, etc., named labour economics. Labour economics as such visualises the important roles assigned and the status of labour in the growth of the economy. These increasing roles of labour and an improvement in their working conditions consequently resulted in the procurement of efficient labour force in the Industrial sector of Uttar Pradesh.

Labour economics or man-power economics," says yoder", is primarily concerned with the efficient utilisation, and conservation of man-power and resources.<sup>1</sup> It studies and seeks to understand the process by which human resources are applied and utilised in modern industrial society, of the state. In fact, economic development of Uttar Pradesh depends more or less on the energies, talents and personal committments of millions of people living in the state. Economic development is not only a process of raising the investment to increase output, but also requires the efficient and well planned utilisation of man power resources

available in the state. Therefore labour can be recognised as an important and very crucial variable in the economic development of the state. In other words labour can be termed as the key to the overall economic development of the state. Thus it is only a sense of common understanding that the cooperation and a congenial atmosphere of mutual goodwill relationship and friendliness between the labour and the employer can build up that will make the workers more enthusiastic to play their important roles in the industrial development of the state. Labour in the industrial centres of our state is characterised by its migratory character. The industrial workers in Uttar Pradesh factories are largely migrants. Thus a vast majority of the workers in industrial towns are engaged in factories. It would be proper to mention here that in Uttar Pradesh, the demand for industrial labour is less than in other states of West Bengal, Maharashtra and Gujarat because of lack of industrial development in this state. The most important industrial towns of U.P. are Meerut, Ghaziabad, Agra, Bareilly, Sharanpur, Moradabad, Modinagar, Feerozabad, Kanpur Lucknow Allahabad, Varansi, Etc. , The workers are mostly Muslims and scheduled castes and scheduled tribes. In these industrial towns labour is directly attracted from rural and semi-urban areas. In olden days there was a grave paucity of labour because they were reluctant to leave their native villages.

1

But now due to improvement of working conditions, development of transport and means of communication there is a steady increase in the flow of free labour which can be directly recruited by the employer at the site of the employment or at the place where the industry is located. Hence, the above facilities opened the doors for mass labour entry in industrial centres of the state. Recruitment of industrial labour is one of the most significant steps in the employment of industrial workers. The ultimate failure or success of the factory, expectation of the desired efficiency of the working class depends on the methods of its recruitment. An appropriate recruitment approach is the essential ingredient and source for an increase in production, efficiency, and productivity of labour, while improper recruitment is an impediment for the expected increased level of production and efficiency. The main object of every industrial enterprise is to retain the maximum economic standard by means of more production and the efficiency of the workers. But it is an uphill task to recruit efficient labour for the achievement of these pre-determined objectives. The Uttar Pradesh governments policy for regional development of industrialisation has helped to some extent in the accomplishment of these objectives. According to this policy, the government of the state selects those regions for industrialisations which are industrially backward. The effects of this backwardness

causes unemployment in that respective region. Therefore the government provides certain facilities including infrastructure to encourage the private as well as public sector enterprises regarding their influence to locate their units in these regions, which have abundant unemployed semi-skilled and unskilled labour. Hence the entrepreneurs would not face any difficulty in the recruitment of the self-motivated labour because they are starving due to unemployment and their efforts would therefore regularly be to improve the efficiency so that the industrial units may survive and consequently result in their permanent employment. But the ultimate object of labour class people of these industrially backward regions is to raise their standard of living by the improved economic conditions.

These above aspects come under the purview of personnel management and labour economics. Personnel management is the general term which describes the total functions of recruitment, selection, development and utilisation of man-power resources efficiently. Now we can say that the success or failure of an industrial concern depends largely on the collective, physical, and mental commitment and efforts of the human resources which merge themselves with the concern, apply and devote their energies and efforts to the maximum possible extent for the efficient and smooth running of the undertaking. Thus, the recruitment of labour is the most important function of an organisation because of different cadres of the personnel are procured with the ultimate objects of profit making and efficient running of the enterprise.

The main purpose of this study is to examine the various sources and methods of recruitment of industrial labour in Uttar Pradesh. The other objects of this project is to study the recruitment practices prevailing in different industrial concerns of Uttar Pradesh.

Recruitment is the process of attracting industrial labour to apply for various vacancies and place them in various industries of the state. The labour is considered essential for the survival of any industrial production centre whether big or small, public private, because production can take place only by the combined and collective efforts of human resources, working in the unit.

#### Meaning of Recruitment :

Recruitment of labour is the most important and challenging function of personnel management. The principal component of an industrial organisation is its man-power resources or man at work. Human resources represent the total of the inherent abilities acquired knowledge and skills. This manpower resource is of vital importance in the successful running of any industrial enterprise, because most of the problems in industrial undertakings are human and social rather than physical, technical or economic. In the words of Oliver Sheldon, no industry can be rendered efficient so long as the basic fact remains unrecognised that is principally human. It is not a mass of machines and technical processes but a body of men. It is not a complex of matter but a complex of humanity. It fulfils its function not by virtue of some impersonal force, but human energy. Its body is not an intricate maze of mechanical devices but a magnified nervous system.<sup>2</sup> People at work



Comprise a large number of individuals of varied sex, age and socio-economic groups. People for the factory work come with certain specific motives, such as to earn money, to get a suitable job, to have better prospects in the future, to be treated as human beings while at the workplace. etc. It is only the people who provide knowledge and energy by which the objectives of the industrial concerns of our state are achieved. Therefore the management of human beings is the most important and challenging job, important because it is a social administration and challenging because of the diverse and dynamic nature of the people at work. Thus personnel management is primarily concerned with people at their jobs. The most important function of personnel management is to obtain appropriate type and adequate number of personnel which is an essential ingredient for the achievement of the industrial enterprise goals. It deals specially with the recruitment or hiring of manpower for work according to their skills and abilities.

Therefore, recruiting is the discovering of potential applicants for actual or anticipated organisational vacancies.<sup>3</sup> According to Yoder and many others, "Recruitment is a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient

working force . Accordingly, the purpose of recruitment is to locate sources of manpower to meet the job requirement and job specifications<sup>4</sup>. Hence the process of recruitment involves searching of the prospective job seekers and stimulating them to apply for the vacant posts in an industrial organisation. It is the technique by which manpower is discovered and encouraged to apply for the job in the factory. It provides an opportunity to skilled, semiskilled and unskilled personnel to develop their natural and technical skills.

In other words recruitment can be termed as a prospecting job, where the factory makes a through search for prospective workers. In practice however, prospective workers seek out the well reputed organisations just as organisations seek out efficient prospective employees for their concerns. Therefore the process of recruitment is based on the matching theory where the success of both the parties . i.e. the recruiter and the recruit are critically dependent on timings. The most striking purpose of recruitment is to provide an adequate number of applicants for the work so that they may finally be recruited and placed at work. Hence, it may be observed that recruitment is mainly concerned with the range of the sources of labour supply and of the recruitment

practices and techniques. It is a great problem that management faces in making recruitment of the manpower of various types of personnel for their organisations. The recruitment practice vary from organisation to organisation, industry to industry and unit to unit and from time to time, in order to get the efficient and self - motivated labour recruited.

Recruitment of labour is simple in case of small scale industries, while it may be , on the other hand complex and complicated in the case of large scale factories. The study of this project as such is mainly concerned with a careful examination and investigation regarding the various sources of labour supply and, the methods of recruitment of industrial labour with reference of different industries in the different regions of Uttar Pradesh. Thus recruitment is a process of procuring potential working force willing to apply for a work , works in an industrial enterprise. Its aims and objects are to develop and maintain adequate manpower resources upon which the efficient and smooth working and success of an organisation depend when it needs an additional working force to meet the increasing demand of the product of the concern. Hence recruitment of industrial labour involves selection of the sources from which the workers are to be recruited and recruiting the most suitable applicants through various methods of recruitment.

The purpose of a comprehensive recruitment programme is to select the right type of people for the various works lying vacant in the organisation. Recruitment has been regarded as the most important function of personnel Administration because unless the right type of people are hired, even the best plans, organisation charts and control system would not do much good. Flippo views recruitment both as positive and negative activity. He says "It is a process of searching of prospective employees and stimulating and encouraging them to apply for jobs in an organisation. It is often termed positive in that it stimulates people to apply for jobs to increase the hiring ratio i.e., the number of applicants for a job, selection on the other hand tends to be negative because it rejects a good number of those who apply, leaving only the best to be hired.<sup>5</sup> By a well designed recruitment policy efficient and experienced workers are attracted towards the various categories of the works according to their respective skills. Therefore, the main target of comprehensive recruitment programme is to develop and maintain adequate manpower resources and to supply the required workers immediately for the speedy production. The economic performances of an industrial enterprise can be discharged efficiently by the combined and co-ordinated efforts of labour of the concern.

## IMPORTANCE OF RECRUITMENT OF INDUSTRIAL LABOUR :

The importance of recruitment can not be over-emphasised. Recruitment is an important step in the total process of staffing that commences with the aims of procuring the most efficient manpower resources of the enterprise. For optimum utilisation of personnel it is essential to obtain a high degree of matching of jobs with skills. It is the interest of employer to have the right man on the right job at the right time so as to have the maximum benefits of his skills and experience. In the modern industrialised era entrepreneurs are desperate for an efficient labour force of all types. As such the nature and extent of the recruitment programme depend on a number of factors including the skills required, the state of the labour market, general economic condition and the image of the employer's enterprise. Of all the Ms in management, i.e., the management of the material, machinery, money, methods, and motive power, the most important is the M which stands for management of man-power resources. It is the most valuable asset of an industrial enterprise because the production and productivity of such an organisation rests on the shoulders of the men. It is the most valuable asset of an organisation and not the money or physical equipment. It is infact an important economic resource covering all human resources- organised or unorganised employed or capable of employment working at all levels, supervisors, executives, Government employees, blue color

and white collar " workers, managerial, scientific , Engineering, technical , skilled or unskilled persons who are employed in creating, designing, developing, managing and operating productive and service enterprises and other economic activities.<sup>6</sup> They render their services on behalf of the industrial enterprise.

Thus labour in a concern can be considered as an active partner of the enterprise in the sense, that the running of the factory depends on their efforts and personal commitments. Therefore specific and proper attention must be paid to the recruitment process of industrial labour regarding their competence, skills experience and in accordance with the nature of the work of labour while recruiting the working force for the industry which must lead to build up a permanent labour force.

The personnel of an industry is the most costly element and must be planned like other functions of the concern such as marketing, production and finance etc. An organisation's performance and resulting productivity are directly proportional to the quantity and quality of its human resources.<sup>7</sup> Increasing rate of labour turnover for their better prospects , absenteeism slow rate of growth, and low graded morale of the workers create serious hurdles and problems in many industrial concerns. The most striking reason of the above industrial diseases is that the right type of working force is not recruited for different categories of work in the factory. Actually it is not an easy

task to get the right type of workers for the right work at the right time and at the right place. However, inspite of the vast unemployment situation in the state it is an extremely uphill task to get the right and efficient working force for the factory. Procurement of the right type of labour necessitates a properly planned scientific recruitment policy to minimise the disruption of work by changes in personnel. As yoder and others observe, "such a policy very involve a committment to broad principles such as filling vacancies with the best qualified individuals. It may embrace several issues such as extent of promotion from within, attitudes of enterprise in recruiting its old employees, handicaps, minority groups, women employees, part time employees, freinds and relatives of present employees. It may also involve the organisation system to be developed for implementing recruitment programme and procedures to the employed."<sup>8</sup>

A sound recruitment policy determines the manpower requirements of the organisation. We observe that in many industrial concern a particular post falls vacant due to retirement, death, resignation, dismissal, suspension or any other-cause of the worker which results in loss of production and interruption in the work and the work of other workers whose works are related to the vacant job. Therefore there should be a proper well throughout recruitment planning in the organisation

in order to avoid such untoward situation and help in making the recruitment of such workers who are best suited for the various jobs. Just as workers are the backbone of the production of undertaking recruitment is the backbone of getting efficient human resources. Recruitment, in real sense, aims at developing the avenues of the various sources of labour supply and the methods of their placement to various works which consequently result in maintaining the adequate number of the manpower requirements, when the organisation needs additional workers. Hence it is a sound and well thought-out recruitment policy which assists in attaining these objectives and goals of the industrial enterprises of the state which also make this sector as well as state more prosperous.

In the absence of a well thoughtout policy of recruitment the running of the enterprise will be in jeopardy and the efficiency and productivity from the labour can not be ensured because the right type of workers for the right type of works are not recruited. Therefore, recruitment of labour is the most important and comprehensive function of Personnel management which has been considered the essence for the continuous existence of any industrial organisation. Generally we observe that the promotion of improved productive efficiency through an effective utilisation of man-power resources is one of the primary objectives of human resources management and the attainment of the entrepreneur's goals more or less depend upon the



functions of the findings, procuring and placing the right man on the right work at the right time and at the place . The use of scientific methodology in the recruitment process is essential if we wish to get the right labour for the right work. A wrong man on a wrong work will definitely retard the future development and prospects of the organisation resulting in huge loss, where as the right man on the right job will put in his best efforts for the growth of his industrial organisation. Therefore scientific recruitment and placement of labour is very necessary for the accomplishment of the aforesaid objectives of the factory. It is recruitment which provides requisite and skilful labour to produce the most competitive product of the organisation. From the foregoing discussion we can emphasise that Industrial production in the state is possible only through the hard working of labour and these hard workers are procured through comprehensive recruitment policy formulated by the organisation. There is no general procedure for hiring new personnel which is applicable to all business enterprises. Each enterprise has its tailor made procedure which brings it the desired quantity and quality of manpower at the minimum possible cost .The most commonly adopted practice is to centralise the recruitment and selection function in a single office.<sup>9</sup> The discussion

above reveals that the scientific methods are the essence for hiring and building up an efficient labour team.

### OBJECTIVES OF RECRUITMENT :

Labour recruitment fulfils individual, organisational provincial as well as national goals and benefits the society as a whole but the ultimate purpose of the employer is to meet the urgent needs of the human resources in the organisation. The most important objective of recruitment practices of industrial labour in UP is to investigate and evaluate the various and varied sources and methods of recruitment those are prevailing in the state of U.P. However the following points will clarify or give a clear picture of the objects of the recruitment of industrial labour in the U.P. industrial organisations. The most important objects of the recruitment of industrial labour are discussed below.

#### 1. TO FILL THE VACANCY :

The first and the most important object of the recruitment of industrial labour is to make the recruitment of labour in order to fill the situation lying vacant in the factory. Vacancies of labour in a factory emerge due to the retirement, dismissal, leave, absenteeism, labour turnover, labour illness accidents retrenchment, voluntary

quating of labour, due to many domestic reasons and many other reasons which prevent the workers to keep themselves away from their assigned work and from the industry.

If positive initiatives are not taken for the fresh recruitment programme to fill the vacant situations the production would be disrupted. Therefore from small scale to large scale industrial organisation either in the public or in the private sector, certain categories of vacancies are created or expected to be created, can be filled only through the recruitment of labour. The objects of having the continuous labour supply in the factory to avoid untoward disruption of production is only possible when there is a well designed and scientific recruitment policy in the enterprise in order to cater to the needs of manpower resources.

## 2. DESIRED PERSONNEL :

Another object of recruitment is to procure the most suitable and competent human resources for the enterprise so that they perform their assigned works efficiently.

Recruitment is considered as an optional as well as negative process, it is optional in the sense that the large number of applicants appear at the time of the recruitment programme and only those are selected whom the management prefers and who are assessed as the most competent and efficient from

different angles, recruitment is negative because out of the large number of the applicants who face the interview the requisite number of the interviewees are recruited for the organisation and the rest are requested to reappear again and to wait till there is the next recruitment programme in action. Therefore it is a negative approach of recruitment. The object of hiring the desired and the most efficient workers can be achieved through the process of recruitment which consequently would lead to the desired efficiency and productivity which are the expectations of every employer from his recruited workers.

### 3. REDUCE SUPERVISION:

The third object of the recruitment process is that it makes a considerable reduction in supervision of the immediate supervisor because each and every worker who is properly and scientifically recruited will discharge his duties willingly and more efficiently. In other words the recruiting officer prefers only those applicants who are fully self motivated and are expected to develop in them a sense of belongingness for the enterprise. Therefore no full time supervisors would be required to get the work done by their subordinate workers. Generally, we observe that experienced workers who have done the same work elsewhere are preferred for similar job in the factorys

recruitment programme. Out of these, the prospective job seekers are finally recruited those whom the management thinks that they can give satisfactory performance. Management expects to get the assigned work done more efficiently by the worker and these workers expect to get suitable remunerative wages in lieu of their performed work. Therefore both the management and the workers would be satisfied with each other and this satisfaction would lead to co-partnership between them and ultimately no supervisory control is required because the labourers will discharge their assigned work willingly and efficiently which will result in a higher in a higher rate of productivity. Consequently the pre-determined expectation of employers are met.

#### 4. CERTAINTY OF PRODUCTION:

In an industrial organisation labour is the backbone of the production process because no production is possible without manual labour. Many factories collapse and are locked up because of labour transfer, absenteeism, labour turnover, voluntary retirement, suspension, termination and dismissal. In such a situation production is not possible. Therefore it is the recruitment programme which ensures continuity of production because if some labour will leave the organisation due to any one or more of above mentioned causes other would be encouraged to apply for the vacant post through the recruitment process and then they may be recruited. Provided there is a well thought

and well tailored recruitment policy, has been designed production would continuously take place because of the continuous labour supply in the organisation. It is recruitment which evolves different avenues for the recruitment of the varied categories of labour. Therefore, for the efficient and continuous running of the enterprise, the regular supply of labour is essential. If there is well designed recruitment programme right type of labour would be available at the right time for the right work which ultimately would result in continuous production.

#### 5. PROMOTE LABOUR MANAGEMENT RELATIONS :

The fifth object of the Recruitment programme is to promote industrial relations of the organisation at each level. When the most efficient and suitable workers are recruited according to the specific requirements of the work, this would foster the labour -Management relations because there would be no faction between them regarding efficiency of the workers, and their remuneration.

As the employer expects productivity, efficiency and the overall satisfactory performance of the workers. Their suitability is assessed at the time of the recruitment from different angles. The labourers bargain for the suitable

wages in lieu of work when both the recruiter and recruitee reach at an agreement, according to their wishes, and demands there will be no industrial faction at any level of the concern. A congenial atmosphere of harmonious industrial relations is created and this emerges only through a scientific recruitment policy. In other words both management and labour attain these objectives and expectations in the sense that labour would put in satisfactory performance and the management will not feel any hesitation in giving them suitable remuneration accordingly. Thus the objectives and aspiration of the employer and the worker are met by virtue of the recruitment process. Automatically better relations between them will leads to a climate of mutual understanding and goodwill in the industrial complex , Which results in satisfaction of labour and management . The efforts of labour would be to attain for desired progress of the unit in which they are working

#### 6. LOW COST OF PRODUCTION:

It has been observed by management experts that human resources is a more valuable asset of any industrial organisation than money, material, or machinery. The success or the failure of a factory depends on the workers.

For increasing production it is essential that labourers must possess the practical skills needed for doing the work. Therefore it is through the recruitment practices that such personnel are selected who are self-motivated and in some cases they are their own supervisor themselves. This recruitment programme leads to increase in production with a less number of workers. The workers do their best for the achievement of the cherished productivity for the employer. Hence these objectives can only be achieved through a well designed recruitment policy of the factory. Less number of workers work which results in low cost of the production. Therefore these Industrial benefits and advantages are achieved desirably only through scientific recruitment programme of the enterprise.

#### 7. CONTINUOUS RUNNING OF THE ENTERPRISE :

It has been seen that many factories are looked up because of labour turnover. In such circumstances production is retarded and the running of the enterprise is impossible. Therefore if the labour is properly recruited they will remain in the factory employment as long as the employer would like to retain them by providing various types of incentives and employment facilities. If the workers are satisfied with the employer, the assigned work and the remuneration and if they feel that there is no economic



discrimination against them then they will become a permanent working force of the enterprise which is essential for the continuous running of the industry. The labour in modern industrial era can not tolerate any economic exploitation that<sup>is</sup> why they used to leave the concern. Hence this object is accomplished only through the scientific recruitment policy of the factory. Which would ultimately result in constant labour supply and smooth running of the enterprise.

#### SOURCES OF RECRUITMENT OF INDUSTRIAL LABOUR :

The existence of an industrial organisation is possible only when the concern starts to recruit its manual labour force for the different cadres of physical work in the organisation. In other words, an industrial organisational activity begins when different categories of workers are recruited. But before the initiation of this challenging task, the sources from which the manpower is attracted in abundance are determined. While there is no specific source of recruitment of industrial labour certain principles are considered such as principle of convenience, economy and certainty while recruiting labour and selecting the source of the labour supply. Broadly speaking, there are two major sources of labour supply, namely, internal source of recruitment of labour and the external sources of recruitment of labour which are briefly discussed below.

#### A- INTERNAL SOURCES:

Internal sources of recruitment are the most obvious, simple economical and definite sources of labour supply. Suitable prospective workers can be procured internally i.e., within the organisation itself. These sources include workers already on the pay-roll of the factory or of its existing labour force. When any vacancy is created workers within the organisation are upgraded, promoted, transferred, or sometimes demoted. Internal sources also include those workers who were previously employed in the organisation and who left their services due to any reason and are interested to return or whom the enterprise wants to rehire. These labourers can be those who quit their work voluntarily or who were dismissed on account of the production layoff, because the factory did not require their services in slack season. In such a situation the employer prefers internal sources of recruitment for the purpose of hiring of labour.

If the industry adopts these sources it would keep the morale high of the present workers because they are assured by their employer that if any such situation emerges preference will be given to the former workers of the concern. Internal sources ensure job security of the workers as well as their future prospects in the organisation.

The major drawback of the internal sources is that new blood can not be entered in the factory because of

recruitment of the present labour and preference for workers who have already worked in the factory. Capable hands are sometimes ignored and neglected in the concern where the internal sources are in practice for recruitment purposes. To some extent the required number of the workers is not available within the organisation which is also great problem of internal sources.

These sources are applied in many organisations but a large number of factories dislike these sources because adequate number of workers can not be recruited by these sources. In spite of these defects of internal sources they are in practice because the Employer can evaluate the present workers in a better position than outside recruited candidates. This evaluation is possible because the organisation maintains a complete record of experience progress and service of its employees.

#### (B) EXTERNAL SOURCES

External sources of recruitment of industrial labour lie outside the organisation. In other words recruitment is conducted to recruit external prospective job seekers. These sources can be summarised thus :

1. New entrants i.e. young mostly inexperienced workers, high school , or intermediate failed students.
2. Unemployed youth who possess wide range of skill, abilities and competence.
3. Retired experienced workers such as mechanics, machinists, welders , masons and other categories of skilled semi-skilled and unskilled workers.
4. Others , not in the labour force of the factory such as married women, and men from minority groups, scheduled castes and scheduled tribes, and other economically backward communities-.
5. Badli or temporary workers.
6. Employment exchange is the major source of recruitment of industrial labour
7. Deputed workers.
8. Contract labourers.

There are so many external sources of recruitment of industrial labour in Uttar Pradesh, which will be discussed in the subsequent chapters of the study. An adequate number of the workers can be recruited from external sources. Since the workers are recruited from the large labour market best recruitment can be made from external sources with out any discrimination of caste, colour and sex. Another advantage of these sources is that in the long run they are more economical because workers do not require extra training for their work

as they possess the desirable experience to achieve the productivity and efficiency which the management expects from the workers. Such talented workers are procured through a wide labour market.

#### METHODS OF RECRUITMENT:

When the sources of recruitment are selected the next step of recruitment is to design the methods of recruitment. There are so many methods of recruitment of labourers.

Out of them some most important methods are briefly discussed below.

Broadly speaking there are three methods of recruitment of industrial labour.

#### 1. DIRECT METHODS OF RECRUITMENT:

Direct methods include sending the recruiting agents to schools, technical institutes, rural areas workers contractors. One of the direct methods is that of sending the recruiters to those places where labour is expected to be available. Large scale industrial organisations maintain a separate department known as personnel department. The function of this office is to explore the sources and methods of recruitment of labour with the object of ensuring a continuous

supply of efficient workers. While adopting the direct methods the factory has to keep regular contact with different direct sources of labour supply.

## 2. INDIRECT METHODS :

Indirect methods of recruitment include advertisement in newspapers, on radio, in the trade and professional journals and technical magazines. This method is extensively used for recruitment when the desirable skilful labourers are not available from other sources of labour supply. Advertising is a very useful method for recruiting blue collar and skilled workers. Advertising in newspapers and /or trade journals and magazine is the most frequently used method, when modified or experienced personnel are not available from other sources .<sup>10</sup>

## 3. THIRD PARTY METHODS:

Third party methods include the involvement of the third party in the recruitment programme. These include the help of employment exchanges, private employment exchanges, commercial agencies, placement offices of schools, recruiting firms , management consulting firms , and relatives. Out of these third party methods, employment exchanges are widely used for the mass labour recruitment programme .

Employment exchange with branches in most cities can also generate application . Their main functions are registration of job seekers and their placement in notified vacancies. <sup>11</sup>

A deep study of the methods of recruitment is done in the subsequent topic of the dissertation.

### CONCLUSION.:

Recruitment is a continuing and complex function of the personnel administration which necessitates care-ful consideration and evaluation of the different sources and a number of methods of recruitment of industrial labour. No organisation can afford to adopt every source of recruitment to the fullest extent.

However recruitment is a very important and challenging function of an organisation . It requires special care while discovering the working force. Therefore the management has a wide choice of the potential sources and methods of the recruitment technique. Further more it is essential ingredient of a factory because recruitment is an element which provides the labour supply and helps in procuring the desirable human resources for an enterprise.

From the foregoing discussion we can conclude that there are varied sources and methods of recruitment of industrial labour and industries pick and choose out of them according to their organisational requirements.



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C H A P T E R -IISOURCES OF RECRUITMENT OF INDUSTRIAL LABOUR IN UTTAR PRADESH

Acquisition of an adequate number and kind of labour is one of the most complicated, crucial and regular managerial functions of personnel management. The greatest competitive advantage of an organisation lies in the quality of its human resources and the effectiveness with which they are utilised and developed. The quality of personnel in an industrial enterprise of Uttar Pradesh depends upon its recruitment policies and procedures. The main object of the process of recruitment is to have a well formulated, planned policy for the effective use of labour by eliminating undue waste in respect of material and man power resources. The material resources are freely available to all. The human resources, however, vary from enterprise to enterprise. The effectiveness of an organisation rests upon its competence like other factors of production. It determines the recruitment programme of Man-power for various jobs in the organisation. If the labourers are not recruited carefully it will result in waste of man-power, as the only alternative for the enterprise will be to fill in the various vacancies

by individuals whose qualities and characteristics do not match with the requirements of the jobs. If workers are not properly placed in the jobs for which they are best suited the atmosphere will be surcharged with animosity and bitterness consequently resulting in labour unrest, absenteeism, labour-management strife, low level of production and low morale of labourers. Man being the key to the success of any productive activity, the most effective utilisation of man-power is a fundamental problem <sup>of</sup> today. A good industrial enterprise builds up a fine team who put in individual efforts to contribute to a common effort. Each member of the factory contributes something different but they all contribute towards a common goal. It is observed that men usually produce more when they know what they are supposed to do, what authority they are delegated, what their links with other people are, what constitutes a work done efficiently in terms of specific results, what they are doing exceptionally well and where they are lacking, what they can do to bring an improvement in unsatisfactory results. It is rightly said that despite the tremendous unemployment in India, it is not easy to hire the right type of labour for the right type of work.

Recruitment is the first stage in the employment of labour, and therefore, the methods and organisation by means of which labour is brought into industry has a lot to do with the ultimate success or failure of such

employment.<sup>1</sup> Since the factory workers are mostly brought from rural areas , factories face much difficulty in recruiting the required labour due to the reluctance of workers to leave their native villages and do work in distant town, some times they cannot adjust themselves to industrial life and return to their village .Generally, the small and medium size industrial centres draw out their surrounding rural areas for their complement of workes except for skilled workers.<sup>2</sup> This migratory nature of industrial labour causes a serious constraint which results in disruption of work. Hence with these problems , labour unrest and absenteeism are also handicaps in the industry. A sound and systematic recruitment policy is essential to minimise chances of disruption of work so that that the organisation may run smoothly. Thus recruitment is the first step in the employment of labour and the methods through which labour is brought into Industry has much to do with the ultimate success or failur of such employment.

The present study will study the prevailing sources of recruitment of industrial workers in U.P. For the achievement of the aforesaid objectives it is necessary to discuss the sources of recruitment in order to hire different cadres of personnel for the Industrial enterprise of the state.

This chapter is as such concerned with an intensive examination of various sources of recruitment of industrial labour in U.P. state which may conveniently be classified under two major heads viz, internal sources and external sources. Internal sources of supply of labour refers to recruitment of labour from within the organisation so as to conserve the existing manpower through implementation of policies of transfers and promotion<sup>3</sup>. The most suitable and competent workers can be procured from within the organisation itself. Many industrial enterprises in UP give preference to people who have already been in the employment of the concern. This is because all the sources of labour supply in UP do not retain a constant degree of usefulness as they are affected by the general state of the labour market.

On the other hand, External sources of labour supply imply that all vacancies must be filled from outside the organisation. Hence every factory must be acquainted with different types of External sources. Direct applications in persons or by mail, labour organisation, educational institutions, advertising and employment agency, Constitute the external sources which are employed in different types of Industries of the state.

Now let us make an authentic examination of different sources of labour supply. These sources can be broadly classified under two major headings.

A. Internal sources of Recruitment.

B. External sources of Recruitment.

#### A : INTERNAL SOURCES OF RECRUITMENT :

As already discussed , internal sources of recruitment of industrial labour' means recruitment from within the organisation. It has the advantage of conserving the present working force who are already on the pay roll of the industry. This source is most effective for the supply of labour because it provides an opportunity to the management to implement a comprehensive programme of talents inventory and analysis. Filling one vacancy within the plant itself results in a series of promotions or demotions. This source is convenient and economical in the sense that the persons if taken from outside will require more practical training both formal and informal than candidates who are hired from within through promotion. Recruit from outside may not fit well into the organisation as their outlook, habits and values may be quite different from those already working in the organisation. For these reasons internal sources of recruitment of industrial labour are more beneficial in U.P. These sources may further be classified under the following subheadings.

##### 1. PROMOTION:

"Promotion" is a term which covers a change and calls for greater responsibilities, and usually involves higher pay

and better terms and conditions of service and therefore a higher status or rank.<sup>4</sup>

Promotion is regarded as a change that results in increased responsibilities, increased rank, increased social status, and finally in higher earnings. A promotion may be termed as an upward advancement of a worker in an organisation to another job, which commands increased pay, wages, higher status / respect, higher opportunities and challenges, responsibility and authority, good working environment and various other facilities according to service, status and a higher rank which consequently results in better economic conditions of the industrial worker. Promotion within the factory however, involves techniques and procedures that are somewhat complicated. Whenever a clear vacancy exists in a department it is filled, as far as practicable by promoting a suitable worker from the lower cadre from the same department. It is observed that merit and seniority of workers are two formal bases of a promotion policy. There is a controversy regarding promotion policy. The National commission on labour therefore very rightly pointed out that "no uniform standard can be laid down for all industries, all units within the same industry or even all categories of workers in the same unit."<sup>5</sup> In case of jobs of sweepers, attendants, watchmen and installed workers where channels of promotion are most difficult to lay down it is recommended

that in the long run, particularly among the operator and electrical categories, seniority should be the basis of promotion. In case of skilled and semiskilled personnel, seniority-cum-merit should be the criterion. When promoting a worker, the employees seniority, merit, initiative, interest, accuracy of work and performance, job knowledge and personal records are taken into consideration.

Thus, if a vacancy exists, two possibilities are created. A suitable candidate may be recruited from outside the industry. In this case only the recruitment takes place. On the other hand, if the post is filled from within the organisation this will create a vacancy at the lower level to which one more person can be promoted until the vacancy is left to be filled at the lowest level. In this way a number of promotions takes place and also the recruitment from outside is resorted to at the lower level. This recruitment policy from within the organisation is closely associated with the enterprises overall goal and objects of economic and social excellence. All efforts are made to fill the vacancy by promoting an employee. The industrial undertakings in U.P. look for External recruitment only if no suitable applicant is found within the enterprise to be promoted to the new job and to fill up vacancy which gets



created at the lower level. While utilising promotion as an internal source of recruitment of labour, management has an opportunity to observe the behaviour of the present labourers of the organisation. No test is better than work test. If a worker feels that he has the opportunity to advance within the concern his anticipation should assist in providing a climate that encourages self-development, and this in turn must have a desirable effect upon the general level of morale. Promotion from within is an indication of the management's confidence in the industrial units present working force. And finally, promotion from within the enterprise is a policy which will serve to attract competent and capable hands from outside the factory. Thus it may be observed that promotion from within the human resources inventory is a widely accepted and established source of labour supply in most of the industries in U.P. This source is usually practised by both public and private sector undertakings in the state.

## 2. TRANSFER :

Transfer is the second internal source of recruitment of industrial labour in U.P. It implies transfer of one worker from one place to another. Transfer refers to horizontal movement of an employee within the organisation<sup>6</sup>. A transfer is a horizontal or lateral movement of an employee from one job section, department, shift, plant, or position to another at the same or another place where his salary,

status and responsibility are the same? It is only the movement from one job or place to another. Transfers are generally effected to build up a more satisfactory labour team and to satisfy such needs of an unit as may arise out of a change in quantity and quality of production, fluctuations in job requirements and attraction in the organisational structure. The main purpose of transfer is to stabilise employment in an industrial organisation. Other purposes may be to meet a worker's own request when he feels uncomfortable in the job because of his faction with his superior or his fellow workers or because opportunities for his future promotion do not exist there to utilise the services of worker when his performance is not satisfactory and adequately and when the management observes that he may be more suitable elsewhere where his capabilities would be better utilised and finally to adjust the labour force of one plant with that of another particularly when one unit is closed down for various reasons beyond the control of the employer.

Every industrial concern has a just and impartial transfer policy which is well known to each worker. Hence transfer is a process of change in job where the new job is substantially equal to the previous one in terms of wages, status, responsibility and working hours. Whenever any vacancy occurs workers within the organisation are transferred from one place to another place. This source of recruitment internally is the most convenient and economic

source. The morale of workers can be kept higher because, if they feel that they cannot have good prospects in the existing jobs they can be transferred where their natural skills intelligence knowledge and techniques are utilised in a better way.

### 3. Demotion:

Demotion has been defined as the assignment of an individual to a job of lower rank and pay usually involving lower level of difficulty and responsibility.<sup>8</sup> In other words demotion refers to the lowering down of the status, salary and responsibilities of an employee. It is used as a punitive measure when there are serious breaches of duty on the part of an employee when it is often a preliminary to a dismissal.<sup>9</sup> Inadequacy on the part of the worker in terms of job performance, attitude and capability when because of change in technology methods and practices, old hand are not capable to adjust or when workers because of ill health or personal reasons cannot work properly are some of the important reasons of demotion of a worker. Sometimes the process of demotion is also used as a disciplinary measure.

The most important alternative of demotion is to create a job for the person at the same pay and status but with lower job demands. Demotion as a source of labour

supply is also adopted as internal source of recruitment of industrial labour in U.P. In many concerns workers are punished from different criteria. Therefore demotion is a kind of penalty to the worker by lowering down his job status and wage level. As an internal source of recruitment it means that when a vacancy occurs at a lower level it may be filled by demoting any worker from within the organisation. This source of recruitment is also practised in most industrial organisations of the state.

#### 4. Separation:

" Separation" means cessation of service of agreement with the organisation for one or other reasons.<sup>10</sup> The workers may be separated from the payroll of a factory because of resignation, discharge and dismissal, suspension retrenchment, and lay-off. These reasons can emerge voluntarily or by the compulsion of the circumstances of the enterprise as the case may be. Internal sources also include those workers who were at one time employed in the factory but had to quit their services due to the above discussed causes and are still interested to rejoin the organisation or whom the organisation prefers to re-hire, are usually internally recruited. Most of the industrial undertakings of U.P. follow this source of recruitment because it ultimately keeps the morale high of the labour and build, up a congenial atmosphere to promote labour management relations.

Workers are found more loyal in these concerns where this most effective internal source of recruitment of industrial labour is prevailing to a considerable extent. The workers have faith that if the vacancies are created again, they would be preferred to outsiders and would be recruited. Therefore the workers in these concerns are found more loyal and enthusiastic and self motivated to perform their assignments efficiently.

#### Merits of Internal Sources of Recruitment :

It may be pointed out that most of the concerns with the object of building up a permanent labour force use only those sources which provide the employer with more utility and advantages than other sources of recruitment of labour, since internal sources of recruitment of industrial labour are more advantageous . They are being used by the employers in U.P.

Following are the most important advantages observed by the industries which use internal sources as a major source of recruitment of labour in U.P. state.

(1) The first and the most important merit of these sources is that, they boost the morale of the present working force engaged in the factory. These workers have no doubts about their employment, working conditions wages promotion,

and have no fears of being discriminated against. Workers are assured by their employer that they would be preferred to external applicants whenever any vacancy occurs. Therefore workers prove themselves an important asset of the organisation and compete with one another for better performance which results in increasing improvement in efficiency, discipline, behaviour and many other things which are essential ingredients for the smooth running of an industrial organisation. They are self-motivated and discharge their assignments efficiently regular, punctually and willingly which plays a vital role in the successful running of the enterprise. Now, it is necessary to mention here that the morale of labour is raised by using the internal sources of recruitment of industrial labour. Workers are thereby given evidence that they are preferred over outsiders when higher jobs are created in the organisation. This policy of recruitment is commendable if it induces present workers to perform their duties better than those who might have been hired from outside the undertaking.

(2) An equally important merit of these sources is that the employer is in a position to make evaluation of the performance of these workers presently working in the factory rather than in the case of recruitment of external candidates. This is possible because the enterprise maintain

a proper record of progress, experience and service of its employees. A separate personal file of each worker is maintained by the factory in which positive and negative comments regarding efficiency, performance, experiences, discipline, punctuality sincerity and behaviours of the workers are mentioned. It provides, a help in the evaluation of the efficiency of the present working force of the factory. In order to having better prospects, the worker will work harder and prove to be an asset to the enterprise which would bring him opportunities for the advancement of his career either by way of promotion, transfer or better working conditions and status.

(3) Internal sources foster loyalty among the workers. It gives them a sense of job security and opportunity for advancement. Workers are satisfied with their job security and opportunity, for advancement and promotion .The workers will remain faithful and loyal not only to the employer but also to the organisation because they are assured that their employment is permanent in nature and that they are provided with opportunities for better future prospects in the concern. This policy of the recruitment of the employer creates a sense of belongingness among the working class people which results in better performance and productivity.

(4) As workers in the employment of an industry are fully aware of and well acquainted with its policies and its procedure of operating, they need little training and the

possibilities are that they would stay longer in the employment of the enterprise than a new outside worker who is recruited. The workers knowledge refers to the organisation its working conditions, behaviour of their supervisory personnel and the working environment etc. An outsider is a stranger to the factory and takes considerable time to study its working conditions, and so requires intensive training . Therefore in such circumstances and conditions, internal recruitment is more beneficial than recruitment by external sources.

(5) The fifth advantage of internal sources of recruitment is that the present man -power of the undertaking is made up of well tried people and can therefore be relied upon. In other words these workers are well trained to meet the challenges at every stage and situation and the management has faith in them. The present workers will not turn their faces even if the enterprise is passing through bad and critical conditions, their efforts would continue to make the organisation run normally and smoothly. In such circumstances , the management and the workers are found working just like the family members of one family.

(6) Finally the last merit of these sources is that they are less costly than external sources of recruitment. Recruitment through internal sources is more economical than going outside to recruit. Every activity relevant



to recruitment practices is confined within the four boundaries of the organisation. If we adopt the internal source in our recruitment programme, it will save considerably the recruitment cost.

Notwithstanding these advantages, these internal sources of labour supply have certain defects. As far as the sources are concerned, it is essential to mention here that there is no specific source of recruitment which is being followed in all the industries of the state. There are different sources which are being practised to build up industrial working team, depending upon the situation, the nature of labour required, time cost of recruitment and the competence of recruiters. Hence the sources vary from industry to industry all over the state.

#### Demerits of Internal Sources :

While the system of internal sources of recruitment has certain advantages, it suffers from several important defects. Their major demerits are discussed below:

(1) The first disadvantage of this system is that it leads to inbreeding and discourages new blood from entering the industry. Whenever any vacancy is created, preference is generally given to the present workers who are already

on the payroll of the concern and restricts freshers to apply for the prospective jobs.

(2) Internal sources of the recruitment of industrial labour may not be able to procure the requisite number of personnel from within an organisation. For example the concern is planning to expand and increase production which requires an increase in labour force. Hence the required number of human resources may be difficult to be recruited within the factory by adopting the internal sources. The only alternative then is to have recruitment through external sources. This is a serious drawback while following internal sources of recruitment of industrial labour in U.P.

( 3 ) As already mentioned in the previous pages, promotion is the chief internal source of recruitment of labour and it is based on seniority, merit and other criteria but the chief drawback of this source is that competent and capable hands may not be chosen. Promotion is optional on the part of the management, i.e. , the likes and dislikes of management about personnel may also play a vital role in the recruitment practices. In other words, the management would like to recruit as it likes and no one can challenge its choice and decisions. The role of management is the backbone of the promotional policy of the undertaking in which honesty, impartiality and sincerity are the key for the successful execution of this function.

(4) The last serious handicap in the growth of internal sources is that adequate number of workers can not be got from this source. This source breaks down when there are numerous vacancies, thus the employee resorts to external sources of recruitment of industrial labour in U.P. During the period of rapid expansion of the organisation, the internal sources are inadequate to procure competent skilful and requisite hands.

From the foregoing discussion, it is apparent that inspite of various serious defects in the internal sources of recruitment this system is used by many industries in the state. It is not only reasonable but wise to use this source if the vacancies to be filled are within the capacity of the present employees if adequate employee records have been maintained and if opportunities are provided in advance for them to prepare themselves for promotion from blue collar to white collar jobs. The practice of utilising the internal sources will result in higher productivity, higher morale of the worker and ultimately leading to a favourable climate to maintain good labour management relations in the state. This policy is commendable if it induces present employees to prepare themselves for transfer or promotions, thereby making themselves better than those who might have been hired from the outside<sup>11</sup>. It is an established fact that internal recruitment certainly effects positive by which

consequently result in high morale and greater efficiency and productivity in the organisation.

#### External Sources of Recruitment of Industrial Labour in U.P.

As already discussed, the first step in the recruitment process of staff is to make an estimate of the requirements of labour for the industry. The main purpose of recruitment is to find out the adequate number of persons suitable for the jobs lying vacant in the organisation. Larger the number of applicants desirous for the job, easier the selection of the most suitable candidates and vice versa. Recruitment, therefore, is a process by which human resources are not only discovered but are also encouraged to apply for the jobs vacant in the organisation. The most striking feature in the U.P. state labour market is the apparent abundance of labour in the market. Yet despite tremendous unemployment, the right type of labour is not easy to find since industrial workers are drawn from different districts, with varying nature, customs, belief and they usually take a lot of time in adjusting themselves with the industrial life. Therefore, for outside recruitment the enterprise employs various and varied sources. The selection of external sources of recruitment depends upon the nature of the job as revealed by the job specification and job description.

Only few organisations fill their existing vacancies of labour or worker requirements from within. It is possible only in those concerns which need very limited man-power. But in big industries of U.P. state, it is very difficult to meet the whole manpower requirements from within the organisation because plant capacities are usually expanded year after year. Some times some new works require some specific type of skills that can not be met from within the existing working force of the concern. Some time new people are brought in the organisation to apply their new ideas, talents , and skills. Thus the recruitment policy of the industry should be such that some new sources may be explored and the recruitment may be made from the people outside the organisation .too. Therefore most of the companies or factories in U.P. have to resort to external sources of recruitment to meet these excessive manpower requirements which are essential for the efficient running of the factories or industries in the state and simultaneously to meet the challenges of the grow-ing demands of the product. External sources of recruitment are numerous and varied in character. An industry has to get outside sources for the recruitment of the vacancies caused by the process of changes in the workers within the organisation for expansion and for positions which could not be filled up by the present manpower.

The most important external sources of labour supply which are adopted regularly by the U.P. State

industries are as follows :-

(1) Advertising (2) Employment agencies

(a) Public employment exchanges

(b) Private employment bureaus.

(3) Recommendations of the present workers.

(4) School and colleges (5) Labour Unions (6) Applicants at the gate and applications (7) Technical Institution (8) Deputations (9) Words of mouth (10) Former workers (11) Voluntary organisations (12) Scheduled caste and schedule tribes (13) Minority groups (14) Miscellaneous sources.

1) Advertising : Advertising is a process of providing to the prospective job seekers information regarding the situations vacant through various media. However the most common practice is to recruit employees through various kinds of advertisement.<sup>12</sup> Advertising through a wide area provides opportunity for selection of employees from an extensive labour markets. It is undoubtedly true that workers of good quality are procured through this source. It is equally true that a large number of floaters, malingerers and others who are completely unfit are attracted by the advertisement. Therefore advertising in various media is a widely used external source of attracting industrial labour in most industries of the state.

How much advertising is done, usually depends upon the requirement of labour. Advertisements are usually made through News papers, periodicals and pamphlets as well as modern media of radio, television and slides in pictures .

A well planned advertisement for recruitment minimises the fear of unqualified persons applying for the job in the organisation. If the advertisement is scientific, it gives a proper description of the job and specification of job requirements i.e. qualification and abilities needed for the job. The prospective job seeker can assess his own abilities and suitability for the position before sending his application and only those will be attracted to apply who possess the requisite qualifications for the job. Thus the potential candidates are first introduced to the organisation through the process of scientific advertisement. Nowadays we read different advertisements in various news papers, trade journals, Magazines, etc. A new technique is evolved by the employer to assess the suitability and capability of labour for jobs in which the advertiser clearly mentions the present salary drawn and expected , and gives in the advertisement that the persons drawing less than such and such amount <sup>of</sup> /salary need not apply - This is given only to understand . the candidate skill, knowledge, ability and the capability to earn more or less. By this process the employers make the assessment of the performance of the

prospective job seekers , they can draw conclusions regarding the contribution of their efficiency and productivity, the past working background and salary drawn and the expectation of the worker to earn more than that by changing their employer for higher monetary and non-monetary motives. In other words their capabilities for the prospective vacant job are easily and conveniently ascertained through the process of scientific advertisement .

## 2. Employment Agencies :

The second most important External source of recruitment of industrial labour in U.P. is employment exchange. In contrast to advertising, the use of employment agency provides considerably better screening in the recruitment process. The main function of these employment agencies is to make registration of the prospective job seekers and to recommend the registered names for employment when the employer ask these agencies for recruitment of workers. These employment agencies which help the employers in hiring the efficient and required number of workers can be classified into two categories :

- (a) Public Employment Exchanges.
- (b) Private Employment Bureaus

### a) Public Employment Exchanges:

The public Employment agencies are under the jurisdiction of the State. The basic work of U.P. Employment



exchanges is to bring the applicant and the employer together. The employer has to register himself with the states employment exchange and report for job references. In this manner the state agency is able to get a substantial number of applicants, a readily saleable product available to the employer. This process of recruitment of labour has made the employment exchanges a more active source of labour supply for the various private and government industries.

The compulsory notification of vacancies Act of 1959 which became operative in 1960 imposes certain obligations on all employers in the public sectors and those engaged in non-agricultural activities and employing, 25 or more persons in the private sectors . Under section 4 of this Act, It is obligatory for employers to notify the nearest employment exchange of vacancies (with certain exceptions )in their establishments, before they are filled. Employment exchanges have answered a great need in placing workers, particularly blue collar , white collar, crafts and technical workers <sup>13</sup>. Therefore these employment exchanges have been set up to cater to the needs of mass unemployed labour, handicapped workers, displaced persons and rural workers. These employment agencies have to be structured so as to meet the demands on it by increase in labour force and changing pattern of the company. Communities such as scheduled castes and scheduled tribes defence personnel

displaced persons, repatriates and evacuees ex-servicemen and physically handicapped persons like a multipurpose organisation. The employment exchange helps the prospective job seekers equipped with diverse skills and experience in getting a suitable job or training opportunities. It also serves employers by referring to them suitable workers in order to fill the different vacancies in the establishment. Therefore the employers are legally bound to seek the recommendations of the employment exchange nearest to their factories in order to fill vacant positions. Employment exchanges fulfil a great need in placing workers particularly blue collar technical and skilled workers.

The employment exchanges are established by the govt. and run by the govt to facilitate the employment seekers in getting suitable jobs with minimum effort. Employers inform the employment agencies about their manpower requirements while the unemployed registered candidates get information about the vacancy through employment exchange. These agencies recommend the names of such candidates for the recruitment. This source of recruitment is found very helpful on the part of the both employers and prospective job seekers in U.P. Industrial establishments in most of the factories of U.P. are adopting this source for the recruitment of industrial labour in order to cater to their needs of manpower.

b. PRIVATE EMPLOYMENT BUREAUS :

In addition to the government employment exchanges several private employment agencies are existing in the state., which are rendering recruiting service on behalf of their client industries. Private employment agencies are significant in the U.P. labour market. These have tended to serve either in the technical and professional areas, or in the relatively unskilled fields<sup>14</sup>. The factories which have seasonal logging operation, may require quickly but temporarily a large number of labour of varied cadres such as carpenters welders, helpers, masons , mechanics, machinists, and other technical workers. By turning to private employment agencies in big cities of the state the employer can gather and recruit a group of floating workers that could scarcely be recruited in any other way. In essence these private agencies are brokers, bringing employers and workers together. For this service they are compensated by fees charge against either from the employer or employees. Therefore these private employment bureaus depend for their income upon fees charged for their service. In general the applicant pays fee if the agency is successful in locating an acceptable work for him.

Now-a-days we see that the private employment agencies advertise the vacancies in various news papers on behalf of their client concerns of U.P. and make recruitment of the requisite number of personnel on their behalf. In case of U.P. state these agencies are serving the desire purpose for

the employers and labour. In major industrial towns e.g. Meerut, Modinagar, Ghaziabad, Ferozabad, Aligarh, Moradabad, Bareilly, Kanpur, Lucknow, Banaras etc. these offices are maintained by the employers etc, and get information about their requirements of labour. The Bureau either recruits from among the registered applicants or send their agents to local labour areas for advertising the manpower requirements in the local Newspapers, then the workers contact them and apply, and ultimately get recruited if found suitable, or otherwise if they match the working requirements of the organisation. In industrial concerns of U.P. most vacancies are filled with the help of private employment Bureaus which have become a reliable source of industrial labour supply-

### (3) Recommendations of the present worker :

The third and the most economic external source of recruitment is the recommended applicants of the present employees who are already on the payroll of the organisation. Recommended labour refers to all applicants who come to the employer on the direct suggestions of a present employee or other employers. <sup>15</sup> present workers recommendation are considered quite frequently for recruitment. It encourages employees participation in management decision which is now an accepted philosophy of positive motivation. Many factories of U.P. state give preference to the relatives, friends of the present labour in filling temporary vacancies.. If this source does not

provide the required number of workers then local residents of the project are preferred for recruitment. Generally it is observed that preference is given to the recommended applicant of present working force. In case the job does not require a high level of technical skills, often the workers introduce their relatives friends expecting to find jobs. This has proved to be a good source of recruitment of semi-skilled and unskilled workers. It is contended that a good worker may bring in another good worker.

Thus recommended labour of present workers refers to all applicants who come to the employer on the direct suggestion of the concerns workers or other employees. Some Industrial employers in the state cultivate this source feeling that it will provide a pre-selected class of applicants. When the present employees recommend their friend, and relative, for jobs, it is likely that they will do this with a great degree of care. This source of external recruitment is a good source of labour supply because much of the information relevant to the prospective candidate is provided by the loyal workers of the organisation. If the recommended applicants of the present workers are recruited and preferred they will develop a sense of belongingness among the workers and ultimately look for more productivity. When the labour market is very tight a large number of U.P. Industrial employers frequently offer bonus as a prize to their existing labour for offering references for hiring additional labour.

#### 4. SCHOOL AND COLLEGES:

In times of labour scarcity there is tendency to beat on the doors of schools and colleges , to recruit workers. Some organisation in India have recently started visiting college campuses for recruitment purposes.<sup>16</sup> The great merit of this source is that most of the prospective applicants are present at one place and recruitment can be conducted at short-notice. These schools and colleges maintain contact industrial firms of the state who hire their students. Therefore, campus recruitment is one of the widely used sources of recruiting labour.

In most colleges and schools recruitment of labour is done in cooperation with the placement officer of the concerned institution. Some times firms directly get information from the teachers regarding the poor and needy students who want to get part-time or full-time work to earn money with their education. Simultaneously. The advantage of this source is that most applicants are available at one place who can be hired without facing any problem and interview can be arranged shortly for the purpose of recruitment.

#### (5) LABOUR UNION:

Labour Union is the fifth significant external source of recruitment of industrial labour in U.P. particularly in case of firms which have closed shop relationships. In

such cases labour organisations exercise their monopolistic control over labour supply with one quarter of manpower organised into unions, we cannot neglect organised labour as an important source of labour supply.

Unions have played and are likely to play an increasing role in the matter of sources of labour supply.<sup>17</sup> In some industries of U.P. such as building, Unions have owned the responsibility of supplying the employers with the required number of skilled and unskilled workers. These unions maintain records of unemployed workers and when a need for workers arises their applications are recommended to the employers for recruitment.

#### (6) APPLICANTS AT THE GATE AND APPLICATIONS:

Many industrial units of U.P. rely upon casual labour who usually present at the factory gate or employment office with the expectation that if any vacancy exist they will be recruited. Many factories make use of this source because it is most economical and convenient sources of recruitment of industrial labour. Therefore the prospective applicants who call on their own accord at the factory gate constitute an important external sources of recruitment of industrial labour in U.P. Generally we observe in many factories that in the morning, persons assemble at the factory gate. If their

services are needed due to absence, illness accident or any other reason of the present employees, they are temporarily recruited and are asked to quit when the previous workers return to their work. This type of labour is called casual labour . Perhaps the cheapest source of recruitment of labour is the applicant either by letter or by gate. Unsolicited applications both at the gate and through the mail, constitute a much used source of personnel. These can be developed through provision of attractive employment office facilities and prompt and courteous replies to unsolicited prompt and courteous replies to unsolicited letters. 18

These applicants who usually reside in the neighbourhood of the organisation have now become the most prevailing source of recruitment in U.P. especially when unskilled and semiskilled labour is needed .

Many applications are also received by mail . In such cases careful screening of applications is required to hire the right type of labour. Skilled, semiskilled and even unskilled unemployed youth send their application to the industries with the expectation that if any vacancy exists or will be created in future they will be called for interview. Hence the industries maintain a separate file of such applications. In times of emergency they consider this convenient and economical source and make recruitment from these applicants if found suitable, competent and matching the professional skills for the job.



#### 7- TECHNICAL INSTITUTION:

Technical Institutes of U.P. state constitutes the seventh source of labour in the state industrial concerns. These institutes are like I.T.I. , short duration diplomas of different trades provide very good source of recruitment which does not involve any significant lead time for recruitment of technically equipped i.e. skilled and semiskilled type of workers employers personally approach the nearest technical institutions, This source can also be regarded as economical and cheap. That is why its practice for the purpose is going up day by day.

#### 8- DEPUTATION:

Deputation as an external source of recruitment means hiring workers from other factories, units , concerns or industries for the time being. It too is as an important source of labour supply in U.P. Industries. In both public sector as well as private sector industries some specially qualified personnel are hired for a short duration. Since certain workers possess certain specific competence, abilities, aptitude and technical knowledge useful to other units of the same industry or other industries, factories or organisation. They are deputed for a specified duration . The deputed workers often fail to become an active part of the organisation .

(9) WORDS OF MOUTH :

The U.P. Industrial organisations also practise the words of mouth method of recruitment. Present workers of the enterprises tell an acquaintance about the vacancies in the company. Some vacancies are filled by this source. Unemployed youth often wander here and there in search of a job. If fortunately he meets the person who has the whereabouts of the job and tell them then he can contract the concerned employer for the work. If the employer finds them suitable and capable for the work, he recruits them. Some times industries might ask their present workers and others to look around for a person with the stipulated qualifications .

Another form of this recruitment is employee pinching whereby persons already employed are made an attractive offer by a rival firm .<sup>19</sup> In some concerns it happens that rival firms attract the workers who are with special skills to get employed in their factories by providing higher salaries /wages. This is also the practice found in some industrial concerns of U.P. State.

(10) FORMER WORKERS:

Former workers are those workers who were once on the pay roll of the industries but left their work either due to their own reasons or the employer asked them to quit. If these workers who have a good previous records wish to return to the organisation, they get first preference. The advantage of this source is that the recruited personnel from this

source do not require any training or knowledge about the organisation and their works. As far as the industrial atmosphere is concerned, as they are well familiar with the organisation, its workers and administration conveniently and quickly they get readjusted within the concern. Therefore in UP this source is also practised while recruiting industrial labour with the expectation of that the workers recruited from this prove themselves as a precious asset of the organisation.

#### 11) VOLUNTARY ORGANISATION :

Voluntary organisations include private clubs, social organisation, which provide to the employers handicapped persons, widowed or married women, old persons, retired hands etc. in response to the advertisement for different categories of jobs. These organisations render their services free of charge for these poor and down trodden people and help them in getting employment.

#### 12) SCHEDULED CASTES AND SCHEDULED TRIBES :

The constitution of India prescribes certain concessions for SC scheduled tribes in the matter of recruitment. Reservation upto 15% for scheduled caste and 7½ % for STs have been provided in various jobs of the state. In every field of industry this percentage of these people has to

maintained while making recruitment. In public sector industries this source has become very important for the mass recruitment of labour supply by preferring these people in their recruitment programme to uplift these backward Communities.

### 13) MINORITY GROUPS :

Minority groups are the thirteenth source of labour supply of UP Industries. More and more companies are seeking candidate among women and also from from minority groups. The approaches include specific search programmes as well as involvement in the ghettos. <sup>20</sup>

A variety of programmes have been implemented in UP to attract employees from Minority groups. Of course, many factories are found rely upon the public employment agencies. This step has been taken as a social responsibilities in order to get more candidates from Minority groups.

### MISCELLANEOUS SOURCES OF RECRUITMENT OF INDUSTRIAL LABOUR :

In addition to the thirteen major External sources of labour supply discussed in the foregoing discussion the following are the sources which are practised and have become an important part of comprehensive recruitment programme.

1. Social scouts, who are sent to distant part of the state to encourage the workers to migrate from their villages to industrialised towns of the state.

2. Penal institutions, some factories are utilising this source as a matter of policy of recruitment.
3. Inter-company rotations in Industries of a seasonal nature. Labour moves from factory to factory according to the season .
4. Mobile employment trailers-- "A mobile employment office makes the company more accessible to prospective applicants. This is of in places and times of labour scarcity.<sup>21</sup>
5. Fraternal organisations, lodge, and churches some times help in recruitment of labour in the state and recommend the candidates.
6. Other candidates business organisation also form a source either through ethical contact or labour pirating .
7. Industries in U.P. play a particularly active role in seeking workers during period of a tight labour market. For example, in a factory during a critical shortage of workers, a concentrated house to house canvassing is undertaken by its own women workers who brought in a larger number of housewives willing to work temporarily during the pinch . This source also serves to illustrate the methods of recruiting the skilled and semiskilled workers. The shortage of skilled workers becomes

dangorously acute. Many industries consider it desirable to divide this work into its components. Then trainees are also assigned simple aspect of the job.

In times of labour scarcity and accelerated recruitment programmes, employers show a pronounced tendency to improve and develop new sources for much required human resources.

From the above discussion it is apparent that recruitment of industrial labour is a continuing complex and vital organ of personnel management involving careful consideration of a wide range of sources and number of common practices. The sources of market are varying and differ from organisation to organisation, unit to unit and industry to industry. It is the job of the personnel manager or officer to make an appropriate selection among the new sources of labour supply. They opt only for those sources which can meet the requirement of the organisation, and make effort to evolve certain new convenient sources of recruitment of industrial labour to meet the changing needs.

Now let me proceed to discuss the utilities of the external source of recruitment of industrial labour in the state. The following are the most important advantages of external sources of recruitment:

Advantages of External Sources of recruitment of Industrial labour in Uttar Pradesh :

As discussed in the previous pages each and every source has its own utility depending upon the situation and requirements of the industry. There is not a single specific source which must be adopted and followed for the recruitment programme. Sometimes the employer has to go in for internal sources and sometimes he has to resort to external sources for labour supply. Therefore it has become imperative to discuss some of the important utilities of external sources of recruitment. The following are the merits of the external sources of recruitment of industrial labour in U.P.

1. The first and the most important merits of these sources of labour supply is that it provides the requisite number of personnel for an industrial organisation, having skill training and experience upto the required standard. Most of the factories prefer this sources, because personnel equipped with the desired experience background and efficiency are procured. Such qualified applicants can be recruited only through the external sources of labour supply.

2. Since the workers are recruited from large labour market, the best recruitment can be made without any distinction of castes, colour, religion or creed. By adopting the external

sources of labour supply the required man power are recruited irrespective of discrimination of any kind against

any prospective job seekers and therefore, the recruitment is conducted impartially.

(3) The third most important merit of external sources of recruitment is that in the long run it is very economical because potential workers do not need training for their jobs i.e., the factories recruit only those candidates who fulfill the requirements of the concern in respect of job. Therefore the company has not to spend large amounts of money in imparting training to new entrants since through external sources of recruitment only those applicants are recruited who have some potentialities necessary qualifications and abilities and have the potential to prove themselves as assets to the enterprise.

#### Demerits of External Sources :

External sources have certain disadvantages. The chief among them are mentioned below :

1. This system suffers from what is called brain-drain especially when experienced personnel are raided or hunted by the sister or rival concern. It suffers in the sense, that we usually read various advertisements in different newspapers of the vacant positions for the workers who have



long outstanding experience, specific skill with higher salary and other monetary incentives plus other additional facilities in most cases, the present workers want more salary when they feel themselves capable which results in the resignation of these skilled workers and joining other concerns for better prospects.

2. Another major drawback of external sources of recruitment is that new and fresh applicants have no job prospects when the industry gets the experienced personnel from the big labour supply market, fresh and experienced applicants have no chance to be recruited. Therefore opportunities are not provided to the freshers or new applicants. In this way the employment condition of the state further suffers from the unhelpful attitude of the private sector factories.

3. The last defect of practising the external sources of recruitment is that it takes a long time in the recruitment process of personnel. Recruitment through this source passes through different process, leading to the wait for a longer period .

Thus various sources of recruitment are prevailing in the industries of U.P. and there is no uniformity in the sources of labour for different jobs. It may not be futile to describe here that the recruitment sources as they exist today in the state are determined by the nature of an industry and its location management and size. According to the study of different

industries these sources of labour supply are varied and only those are adopted which are considered suitable convenient and economic according to the requirement time, type and number of labourers required over the last forty year. The Government employment exchanges have played a very successful role in bringing together the employers and the prospective job seekers. Therefore , in both public and private sectors industries all these different sources of labour supply are designed and practised for the recruitment of worker. Though they are not scientific sources of labour supply. The employer first makes selection of the source which he expects to procure the required labour conveniently then proceeds with the recruitment programme. It would not be futile to realize that the recruitment practices can be improved by studying the correlation among sources of recruitment. Almost no effort is made by most of the factories of the state to find out the scientific sources from which they can procure efficient and skillful workers according to their requirement.

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C H A P T E R - IIIMETHODS OF RECRUITMENT OF INDUSTRIAL LABOUR IN U.P.

Having examined the internal and external sources of labour supply in the industries of U.P. now let me describe the methods of recruitment followed in various industries of UP state.

Due to paucity of human resources in urban areas and their dependence on the services of labour from the rural areas in the early days of the growth of industries, the recruitment system has grown up in a haphazard manner and there has been no implementation of any scientific principles of labour management. Many problems arose in the way of recruitment of labour from the villages of the state due to the reluctance of workers to leave their homes and to do work in distant cities under strange environments and difficult situations. The recruitment system has had to be followed to meet the critical situations and sometimes unquestionable methods of recruitment have been adopted for the recruitment of Man-power.

JOBBER : Recruitment is made through jobbers who are known by different names. A jobber does not owe responsibility for a worker once he has got the work. The worker has to approach him for job security and become

dependent on him to secure a job as well as for transfer to a good work. A jobber is not only a recruiter but also sometimes a supervisor, a foreman or a gangman making his share in the income of other labourers . In a large number of factories the jobbers are empowered to engage workers for continuous employment or dismissal of a worker at any time. The worker has to make for jobber a small regular payment out of each month's wage. In some cases the recruited workers through jobbers, provide drinks (Wine ), their wives and other offerings. Therefore, this method of recruitment has been leading to bribery, corruption and favouritism. Even in the public sector enterprises too, help is also sought of such intermediaries and commission is paid to the jobbers in lieu of recruitment services rendered by Them.

In many factories of Uttar Pradesh the System of jobbers still prevails for the recruitment of semi-skilled and unskilled workers. In factories where the work is seasonal like sugar factories, kiln Industries etc., labourers are dismissed , only a few technicians and supervisors remain in the regular employment of the concern at the end of the season. When the season commences again they are informed and are recruited if they appear themselves on the recruitment day . Both the organised and unorganised industries have

largely depend upon a number of intermediaries in order to establish contacts with the labour in the villages and to bring it to the cities.

The method of recruitment in public sector enterprises is quite different. For example, recruitment of skilled labourers in Railways is made through Railway Service Commission at Allahabad, But the recruitment of unskilled labour is generally made direct. In the Public Sector undertaking first preference is given to S.Cs and S.Ts candidates with the objects of upliftment of these backward sections of the society.

#### Contract Method :

Contract method is the process of recruiting labour through contractors. Many industrial concerns give contracts of the jobs on lump sum payment to a contractor who may be an individual or a firm or even a senior labourer, to recruit labour for their works. Contract labour is different from direct labour in terms of service relationships and the method of payment of remuneration. Those industries in which contract labour is employed are up State P.W.D., railway the cotton textiles industry, Cement, Paper, embroidery, Furniture, Locks, building fittings and material construction etc.

Besides the recruitment through jobbers, recruitment of labour on contract basis is increasing in different factories of the state. The large establishments give out contracts of jobs or of particular operations like loading and unloading to the contractors on lump sum payments.<sup>1</sup>

#### DECASUALISATIONS OF LABOUR AND POOL SCHEMES :

Quick employment of large working force at short notice, in order to accelerate the work, prolonged absence of any suitable personnel, machinery, employment agencies or lack of supervising staff and scarcity of labour are some of the reasons which compel the employer to adopt the contract method of recruitment of industrial labour. This method is persistently prevailing in many factories of the state because of prompt services of labourers and many other benefits to employers in the recruitment of contract labour.

In case of certain workers as in PWD , construction works Industry, Building materials, this system of contract labour is very much convenient and economical. Some Industries of U.P. have started the recruitment method by a system of controlling substitute workers. This practice is termed as the



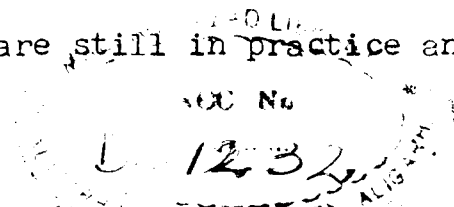
badli central system or decasualisation of workers which has been formulated with the object of providing the badlies regular work and eradicating the influence practised by the jobbers in the recruitment of workers. According to this method, on the first of each month special baily cards are delivered to the selected people who are required to appear themselves every morning at the factory gate when casual labourers are recruited from among them. No worker is recruited unless badly workers having cards are available and, considering their seniority, the vacant situations are filled. The factories maintain a regular register of such workers for the purpose.

Therefore under the existing method of recruitment the badly and casual workers, whose livelihood mainly depends upon temporary work were creating disturbance <sup>in</sup> the industrial undertakings were asked to assemble at the beginning of each shift, at the factory gate in search of work. The casual vacancies created due to absence of labourers are filled from this assembly of workers, This assembly of workers also consist of retrenched workers, due to business recession ; on account of pressure of the labourers to device a scheme <sup>in</sup> order to regulate their services of retrenched working force in preference to others, decasualisation and pool schemes were

evolved and first introduced in Kanpur. The purpose of this scheme was to provide a regular supply of experienced and most efficient workers to the employers. It was formulated to curtail the influence of jobbers over the fresh recruitment. Therefore a scheme for the formation of a pool of retrenched labourers and for decasualisation of workers was evolved by a special committee set up by the U.P. Government and introduced on 16th April 1950, at first for 6 months and then for a year, and afterwards in view of the utility it was decided to continue it.

The scheme was introduced in Kanpur and for its implementation sub-offices of employment exchanges were opened in different localities.

According to this scheme the labourers are not required to appear at every morning at the factory gate as was the practice in the textile mills of Kanpur. Under it the workers themselves registered at the employment exchange serving the area concerned, and the factories have to send to the employment agencies the list of dismissed workers on account of long absence from work and of those retrenched. Industries also notify their vacancies to the concerned employment exchange, which after mutual consultation among sub-offices ask the labourers to go to the factory concerned. This scheme ensures that no worker is recruited directly. The casualisation and pool schemes are still in practice and



cover cotton textiles mills, leather factories, oil mills, lock Industry and many other factories of the state, In more organised sectors and where many enterprises in the same industry are located at one place, recruitment is regulated by them.

Decasullisation and Pool system enable the surplus labour from one unit to be diverted, whenever vacancies occur, to other participating industries. The decasulisation and pool schemes are in practice in the state's textile mills, leather factories and oil mills in certain regions.

The various methods of recruitment of industrial labour can be discussed under the following headings :

- 1) Direct Methods
- 2) Indirect Methods
- 3) Third Party Methods

(1) Direct Methods :

Direct methods of recruitment of industrial labour refer to the process of recruitment which is undertaken to attract labour directly without any help of other agencies , individuals or firm. In most factories the mass workers are recruited directly, Except skilled workers, a part of the labour is recruited directly at the factory gate.

The general Manager or labour superintendent or some other official appointed by the employer recruits the workers. The vacancies are brought to the knowledge of the present employees and employers of other factories whose recommendations are preferred by the recruiters. A few industrial enterprises select labour officers for the purpose of labour recruitment. The reorganised labour unions are also informed about the vacancies. So far as skilled labourers are concerned, They are recruited by demanding applications through advertisements. After receiving the applications, these are screened according to the criteria designed by the employer regarding academic background, technical knowledge, experience, age, sex, marital status, etc. Then these applicants are sent interview letters to gather at the factory gate at one date and time for interview. This process of recruitment is followed by employment tests, personal interviews, and other steps. Therefore, recruitment for skilled labourers is usually made through advertisements while the recruitment of unskilled and semiskilled workers is still made at the factory gate. However the services of jobbers are also utilised in many factories of UP in case of shortage of labour, But under the Employment Exchanges (compulsory notification) vacancies Act 1959 both public and private sectors are required to fill all the vacancies through the employment exchanges.

Direct method of recruitment also includes sending the appointed travelling recruiting agents to educational

institutions and technical institutes, in case skilled personnel are required while for unskilled and semiskilled employees contracts with public and manned exhibits and the expected source of labour supply are used. For procuring skilled workers, generally the direct methods of recruitment is also employed by approaching the institutes because most efficient and hard working workers can be recruited from amongst them. Mostly recruitment from technical institutes is done in cooperation with the placement offices of the institutes. These placement offices usually co-operate in attracting the students, making arrangement for interviews and finally help in the recruitment process. Large scale firms like Modi groups of industries, Buckey Machines, Lohia Machines (Kanpur) Gloxo, CDF, Uptron, Geep Industrial Syndicate (Allahabad) Electra, Maryana Meeters Noida, Link Lock Factory of Aligarh, Tigers Locks, Harison Locks, Vision works and other large scale and small scale industries keep their contact with these institutions placement offices to recruit working force regularly for different, Cadres and working positions. Sometimes these firms directly contact the teachers about the students. Other direct methods include sending recruiting agents to different regions or rural areas to hire labour when there is a very tight market of labour supply.

In newly industrial concerns, labour of different cadres is directly attracted to the factory for their jobs. The

entrepreneurs do not face any problems for labour as the workers start to visit themselves when they came to know regarding the existence of the factories. In new factories when they come into existence mass recruitment is done, therefore the employer receives all the visitors applications and one day he calls all the applicants for interview. Thus the required suitable and efficient skilled, semiskilled and unskilled workers are recruited directly.

When production has started, if additional working force is required, the recommendations of the present workers, other sister concerns, are considered and finally the recommended applicants of such persons are recruited. But when these sources fail in supplying the required number of labour other external sources are followed such as employment exchanges advertisements etc. to fill the vacancy in the organisation. In case of highly skilled labour if it is not possible to procure them from these sources then technical and educational institutions are visited by the employer for recruitment. After conducting the interview from the mass applicants only the most suitable and highly skilful candidates are recruited in the factory. In most of the newly established factories labour is attracted and recruited from different sources and methods. No uniform system of recruitment is found in all the factories because there are varied methods and sources. The employer follows the most suitable, logical and economical methods for recruitment of industrial labour

many companies have found employees ' contact with the public a very effective method.<sup>2</sup>

(2) INDIRECT METHODS OF RECRUITMENT : These involve making the advertisement of vacancies in newspapers, on radios Television, picture halls, in journals and in technical magazines. Advertising in news papers is an extensively used method of recruitment in Uttar Pradesh when the desired skilled personnel are not available **from** other sources of labour supply. It is a very useful technique for attracting skilled, semiskilled as well as unskilled workers. Classified advertisements are made in daily newspapers as well as weekly editions of different news papers for the attraction of all types of industrial labour. The process of advertisement apprises the prospective job seekers regarding their eligibility and suitability regarding the required qualifications of the job for which the advertisement has been issued . The search for top executive might include advertisements in a national periodical , while the advertisement of blue collar jobs is usually confined to the daily newspaper or regional trade journals.<sup>3</sup> Generally it is observed that the advertisement of blue collar workers is confined to the daily newspapers or regional trade journals. The classified advertisement section of a daily newspaper in English or in the sunday weekly editions of the Hindustan Times, the Times

Times of India', Indian Express , the Statesman, the National Herald, the employment newspapers , Economic Times etc. carry advertisements for all types of vacant posts of industrial labour. The other kinds of newspapers include, Amar Ujala, Denik Jagran, Aligarh Mail, Faisal, etc. which carry the advertisements of the requirements of different categories of industrial workers required in the industries of the state. Such advertisements enable the job seekers to find out whether they are eligible to apply for the job for which the advertisement has been issued, the advertisement in different languages apprise the prospective job seekers regarding the vacancy in different regions of the state. They then send their applications with details regarding their academic qualifications, technical qualifications, length of experience etc. After receiving of applications the employer screens these applications according to the set criteria and calls upon the selected applicants to face the interview. If the application of the candidates exceeds the ratio 1:10 ie , for one vacancy ten applications are received, in such a situation a test is conducted which precedes the interview. This is done generally for the recruitment of skilled personnel, For the procurement of unskilled and semiskilled only the interview is the suitable method of recruitment of industrial labour . Indirect method of recruitment is generally followed in case of large scale industries and industrial undertakings of



U.P. Government but in the case of small scale industrial units no scientific principle is adopted and they usually recruit the required number of labour locally through the direct method. In rare cases the process of advertisement to attract the workers is adopted.

From the foregoing study regarding the methods of recruitment of industrial labour in Uttar Pradesh we conclude that no uniform method of recruitment is in practice . There are so many alternative methods for the purpose of recruitment, if one fails, the other is followed. Industrial entrepreneurs do not face any problem in the recruitment of required labour without disruption of their production.

### (5) THIRD PARTY METHODS :

Third party methods of recruitment include the use of state employment exchanges, private employment, agencies placement offices of technical institutes , recruiting firms management consulting organisations and friends and relatives. State or public employment agencies also known as employment or labour exchanges, are the main agencies of public employment.<sup>4</sup>

Employment exchanges are the major source of supply of labour in most of the UP industries. These employment exchanges are informed by the employer regarding their

categorised labour requirements while the unemployed people get the information about the job through these agencies. These agencies are a more effective method of recruitment which provides necessary help in getting the job information about the labour market and wage rates. Many times the employment exchanges are considered as a sub-employer because most of the industrial vacancies are filled by this method of recruitment. In both the public sector and private sector industries employment exchange of the state assist to the possible extent in order to fill the vacant positions in the Industry. These agencies provide a wide range of services- counselling, assistance in getting jobs, information about the labour markets labour and wage rates. <sup>5</sup>

(2) In addition to Public Employment Exchanges there are so many Private Employment Bureaus which recruit labour on behalf of their client industries. The employer sends details of the vacancies to these Bureau and requests them to make recruitment according to the skills required for the job. Eventually these offices recruit the workers. These private agencies are brokers who bring employers and employees together <sup>6</sup>.

These offices charge a very nominal fee from the job seekers as well as from the employer because for skilled

workers they have to arrange various tests and interview to judge their skills for the vacant job. Many vacancies are filled by this method in different industries of U.P. Sometimes and in acute labour shortage and at the time of excessive work in public sector factories , they also seek their help for their temporary recruitment programme of industrial labour.

(3) Schools, Colleges and technical Institutions also help in recruitment of labour. These educational organisations establish placement offices where the bio-data and the required particulars of the prospective job seekers are kept , when vacancies occur in factories, the concerned employer approaches the nearby schools / colleges or technical institutes for recruitment purposes. This is a very economical and convenient methods of recruitment because varied type of workers are available in the campus and at one time and they can be recruited according to the requirement of the factories. The employers of UP keep contact with these institutions to get information about the job seekers, and at the time of need of excessive labour they recruit the required number of workers from these educational organisations. These general and technical , professional institutions provide blue collar applicants, white -collar and managerial personnel.<sup>7</sup>

(4) The fourth method of recruitment of labour is the recommended friends and relatives of the present workers

of the factories. When the workers come to know about the vacancies in the factories they approach the employer to introduce their relatives and friends and submit the applications on their behalf. Many Industries consider this source more favourable because they have faith in their present working force and they believe that a good labour recommend only the labourious and hard working people to retain their good will in the enterprise. Therefore in many factories of our state this method is followed for recruitment of labour. Sometimes the public sector industries also consider the recommendations of the present workers in recruitment of labour. They recruit these recommended applicants as casual labour or on muster roll basis. These vacancies are filled on ad-hoc basis. When the work is finished the situation of work comes to normal and they are retrenched from the job. But again when vacancies are created they are recruited and on the basis of seniority they become permanent workers of the concern through one by one. Thus the recommendation of the present workers is also a method in practise in both the public and private sectors industries of U.P. This method of recruitment, however, suffers from a serious defect that it encourages nepotism i.e. persons of one's community or caste are employed, who may or may not be fit for the job.<sup>8</sup>

(5) Trade Unions also provide skilled and semi-skilled

classes of labour, There is always a negotiation between the employer and the labour Union regarding their recruitment. A certain percentage of vacancies are filled by the recommended applicants of the Trade Unions. Recruitment of Industrial labour through labour Unions is a very important prevailing method in the state. These Unions have records of labour and make placement of the unemployed. These Unions are authorised to recruit skilled, semiskilled and unskilled workers. Labour unions maintain a file of those temporary workers who have been retrenched, when any post falls vacant in the factory, they recommend the candidates according to their seniority. In large scale Industry undertakings these unions are more powerful and help in order to fill the vacant situation in the factories.

(6) Recruitment at the factory gate is the most important method of recruitment. Labour assembles at the factory gate but they are generally recruited as casual labour. Many Industrial Units of the state rely upon casual labour who assemble at the gate of the industry and are ultimately recruited. These applicants come of their own accord at the gate. These applicants are generally tried because they have already worked in the enterprise as casual labour and therefore direct recruitment is made of such applicants, sometimes at the time of tight labour market the employer recruits the workers from the applicants who have sent their

applications in advance with the hope that if any situation is vacant, they will be asked for work. In such a situation the employer informs the applicants and makes recruitment from these applicants. The applications received from such prospective job seekers are kept in a separate file with the object of recruitment when there is scarcity of labour. At present in many Industrial undertakings the recruitment of labour at the factory gate is in vogue. When any factory is existed, labour comes at the gate and the employer recruit them. However, this source is uncertain, and the candidates cover a wide range of abilities. Even then

many of our industries make use of this source to fill up casual vacancies.<sup>9</sup>

Many factories adopt this method in order to fill casual vacancies which occur due to strikes, absenteeism, illness, and other reasons. These vacancies are filled when the applicants assemble at the factory gate and the required number of workers are recruited and retrenched after the return of the absent workers. This method of recruitment is also in practice in most of the industrial enterprises of the state.

(7) Voluntary organisations such as private clubs and social organisations also provide help to the employer

in the recruitment programme. These organisations submit the applications and names of unemployed youth, widows and other destitutes and recommend them for recruitment according to their abilities and skills.

Which particular source and method is to be adopted depends on the planning of an enterprise, the condition of labour supply, and negotiations with workers organisations . However, the personnel Manager must be in close touch with these different sources and use them in accordance with his needs. The best management policy regarding recruitment is to look first within the organisation. If that source fails, external recruitment must be made. Therefore the management must examine and evaluate all the sources and methods of recruitment but adopt and practices only those which serve the purpose of the organisation. The objectives of the enterprise is to procure efficient labour, must be achieved because the smooth running of the concern depends on the hard working workers.

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RECRUITMENT PRACTICES OF INDUSTRIAL LABOUR IN U.P.

Recruitment practices may be defined as the actual process of hiring the prospective workers in order to cater to the man power needs of the organisation. This practice enables the management to recruit suitable workers for different jobs in the Industry. All the Industrial enterprises of Uttar Pradesh whether big or small scale and whether in public sector or private sector, have a recruitment programme. Since situations often fall vacant in the unit, the management is compelled to apply recruitment practices continuously with the ultimate object of continuous production . This chapter examines the actual recruitment practices of Industrial labour in Uttar Pradesh , To begin with , it may be observed that recruitment practices vary from organisation to organisation, industry to industry and sector to sector. These are determined by so many factors such as the size of the enterprise employment condition of the state or district where the unit is located, the effects of previous recruiting efforts which indicate the enterprises capacity to hire and procure efficient workers, working conditions and the determination of wages and incentives provided by the management to its workers. Other factors which influence recruitment practices include the

increasing demand of the product need the additional production which ultimately requires more workers, the expansion and growth also requires more workers, hence such factors are responsible for more labour requirements.

A well-thought out recruitment practice necessitates a body of scientific principles of staffing with the goal of filling the vacant positions with efficient personnel. Every enterprise expects productivity from its workers at each level and this can be accomplished only where there are scientific recruitment practices in the organisation. This practice would provide a very useful tool in the achievement of the aforesaid goals and will minimise the risks of unwise decisions in respect of recruitment of efficient workers and can go a long way to make the industry run smoothly, with the right type of personnel at the right time and at the right place.

There is no particular recruitment practice for procuring industrial labour applicable to all industrial enterprises of the state. Each industrial organisation has its own tailor made procedure which brings for it the desired quality and quantity of human resources at the minimum possible cost. The most commonly adopted practice is to centralise the recruitment and selection function to

a single office namely personnel Department. All employment activity should be centralised if the policies of the top management are to be carried out consistently and efficiently . Only when personnel requisitions go through one central source and all employment records are kept upto date, is there a possibility of maximum efficiency and success in hiring<sup>1</sup>. This centralised office is termed as the personnel Department of the recruitment office. The employees of this Department or Section concentrate on the recruitment activities and very quickly they became specialised and efficient in the use of different recruitment techniques. They evolve different methods and sources of recruitment and adopt the practise which they consider the best.

In small scale industrial enterprises, the recruitment practices are generally informal but in large scale industrial organisations of the state these procedures and practises are formally formulated and are assigned to the personnel and industrial relations Department. The most important aim of the process of recruitment is to get the best personnel out of the people who are hired and to obtained their whole-hearted cooperation. To optimise the utilisation of the enterprises human resources, is only possible when there is a scientific recruitment policy. In many companies, this aspect is totally ignored. The factories

hire a person when any worker quits or is fired. Such practices usually prove to be economical but often a poor choice is made. In a dynamic economy like that of U.P. where business is to grow and fluctuate, scientific recruitment practises are very essential for effective industrial operation. According to the Indian Institute of personnel management , the most striking feature in the Indian labour market is the apparent abundance of labour. Yet despite, tremendous unemployment, the right type of worker is not easy to hire. Since new industrial workers are mainly drawn from rural areas of the state, they take time to adjust themselves to the new Industrial life and environment. Sometimes, they become fed up very early and eventually return to their native villages, others may return for long spells and some want to return once a year to their motherland. Labour unrest and absenteeism form a continuing problem in the U.P. Industries. This underlies the need for properly planned and comprehensive recruitment practises and policy in order to minimise the fear and the disruption of production by constantly changing labourers.

Many Industrial enterprises of the state think that the best practice is to fill a vacancy from within the organisation, if possible, because it will keep the workers' morale high.

In U.P. the popular sources of recruitment which are in practise can be listed as below.

1. Employees within the organisation
2. Badly or casual labour.
3. Employment Agencies both private and public.
4. Casual callers.
5. Friends and relatives of the present workers
6. Advertisements
7. Labour contractors.

To this list may be added radio, T.V. picture Halls, management consultants, schools and colleges, words of mouth and other firms. In U.P. we have Government employment exchanges also these Employment exchanges are being established in all the regions of the state, they register the names of the prospective job seekers and make efforts to placethem with some employers. Hence, compulsory notification of all vacancies to the employment offices is required by law. The recruitment practices can be improved if the personnel executives carefully conduct systematic and scientific studies regarding the correlation between sources of labour supply , methods of recruitment and subsequent job performance.

In the foregoing chapters of our study we have thoroughly discussed the sources and methods of recruitment

of industrial labour in the state. But to elaborate our study further, it is essential to give a brief account of the major sources of recruitment which are actually practised in the state. We have classified the sources into two major categories, namely, internal and external sources. Due to certain limitations of internal sources of recruitment the industrial enterprises are forced by situational factors to practise external sources of recruitment, because it is the only source which makes the recruitment practises more appreciable due to abundant supply of prospective labour. The best selection can be made and the requisite number of man power can be hired for the vacant positions in the enterprise through these sources. External sources of recruitment offer new avenues to procure the right type of labourers, at the right time at the right place and in adequate number. While practising external sources, large number of applicants are either made to assemble or invited through applications and therefore, the best scientific recruitment is done in the state. The enterprises prefer only those applicants who possess the desirable qualifications, experiences, skills, aptitudes, interests, abilities required for performing the work. The choice of personnel is made from the mass labour market. These objectives can not be achieved through internal sources of recruitment because very limited number of applicants are attracted from within the organisation

with the essential and scientific requirement of the job. It is observed that in the long run external sources of recruitment are in practised to hire efficient labour force irrespective of caste, colour, sex and creed. The major reason of applying external sources of recruitment is that new recruits do not require any training for the job because experience and technically equipped workers are procured. In short, it may be pointed out that these sources of labour supply are the best prevailing practise or recruitment through which the management gets young, competent and experienced workers and it consequently results in higher level of productivity and efficiency of the workers.

The foregoing discussion which emphasises the external sources of recruitment does not mean that internal sources have been completely ignored in the U.P. Industries. These sources too have their own utility and are being practised in the state. But these sources have a limited practice in our state. Notwithstanding the limited use of internal sources, these sources are more economical than external. Before implementing the recruitment, the recruiters evaluate the sources and practice convenient and economical methods. But the ultimate selection of sources is made on the basis of situational factors.

For instance, when a small number of vacancies occur, they are filled within the organisation, but in case of new establishments, the employers have to resort to external sources. For an expansion programme, external sources are followed. Hence from the survey of various industries of the state we came to a conclusion that there is no single source or method of recruitment in the state. They differ from organisation to organisation. Therefore it can be said that recruitment practices are varying in the state.

For the purpose of conducting a deep study of recruitment practices in U.P. state, it is imperative to study these practises in both the sectors separately. In the private sector of the state, there is no formalised or institutionalised practice of recruitment. But in the public sector, there are certain principles, guide-lines and instructions to the recruiters while making recruitment.

#### RECRUITMENT PRACTICES IN PUBLIC SECTOR ENTERPRISES OF UTTAR PRADESH.:

As already pointed out, the recruitment practises differ from enterprise to enterprise , unit to unit and, industry to industry . But P.S.Es are legally bound to follow the formulated recruitment policy of the government. Recruitment



practise aims at procuring competent and efficient hands for attaining the objectives of the industrial organisation and ensuring that their efforts are utilised to the fullest extent. The efficient and smooth running of any industrial undertaking whether in public or private sector depends upon the quality of its labour force and the extent to which they are motivated, Recruitment practices have special significance in an undertaking. The public sector enterprises of U.P. are given full freedom to create vacancies and recruit persons for all industrial work positions without any restrictions in respect of pay or service conditions. The public sector enterprises have a well framed recruitment policy which is a magnificent combination of different sources and methods of recruitment. Whenever, any vacancy is created, the public units fill the position only on the basis of the guidelines of their policy. The best management policy regarding recruitment is to look first within the organisation. If that source fails external recruitment must be tackled.<sup>2</sup>

In a developing state of India like U.P. , the P.S.Es have acquired a key place in the over all economic development of the state. They have been regarded as a vehicle for generating large volume of employment in the state. This sector units today impinge on almost every aspect of daily life.

They bake breads, construct houses, weaving cloth, produce different kinds of Engineering electric and electronic goods. In other words they are every where. From the social point of view, the public sector is very important and plays a vital role in eradicating the unemployment of the state because it has been regarded as an important instrument of generating large volume of employment in U.P. Therefore, mass recruitment is done through a well designed Recruitment policy in this sector.

As already observed in the previous pages, the recruitment policy of the public sector undertakings is well formalised and institutionalised. So recruitment is practised on the basis of guidelines and principles assigned to this policy. In case of new industrial establishments, the unskilled and semi-skilled workers are attracted from within the district in which the project is localised. But the sources of Recruitment of skilled labourers are varied. The Recruitment practises of public sector enterprises follow the following guidelines and criteria.

- (i) Unskilled workers should be attracted from the locality where the unit is established.
- (ii) All efforts must be made to recruit persons displaced from the area acquired for the undertaking, specially from the scheduled castes and scheduled tribes.
- (iii) The next preference must be given to those who, even if they come from a distance, have been retrenched by other public sector enterprises.

(iv) Skilled workers and other non-technical labour force, if basic qualifications and experience are met, would be recruited with the same preference as for non-skilled employees.

(v) All the applications received along with the list provided by the employment exchange must be screened, and recruitment made by the selection committees which comprises of representatives from the state government.

(vi) Immediate and ad-hoc recruitments, if made, are brought to the knowledge of the selection committees.

Semi-skilled and non-skilled workers who are said to belong to class III and IV grade posts were recruited through employment exchanges. The disabled ex-servicemen are given first preference, along with the retrenched workers of the government, who are already given priority. Two members of the families of defence service employees killed in action are liable to get second preference, immediately after the disabled ex-servicemen.

#### RECRUITMENT OF SCHEDULED CASTES AND SCHEDULED TRIBES (SCs & STs)

An important characteristics of the public sector enterprises recruitment practices is the reservations in the recruitment programme for SCs/STs candidates. As the policy of government is to create a socialistic pattern

of society in the country, it has fixed a definite percentage of reservations in employment of P.S. Es with the sole object of upliftment of these economically backward and downtrodden communities of the society. For the achievement of these objectives the govt. of India has made the reservations of SCs/STs candidates compulsory since 1971.

A formal directive issued in 1971, makes reservations compulsory for SCs/STs in public enterprises in the same manner as in the services directly under the government of India the prescribed percentage for the two categories generally being 15 percent and 7<sup>1</sup>/<sub>2</sub> percent, respectively<sup>3</sup>. The same percentage regarding recruitment of these classes is maintained in U.P. state public sector enterprises.

P.Es have also been asked to give, the most earnest consideration 'Immediately ' to the following :

- (1) That the standards of preliminary screening as well as final selection are suitably related to SCs/STs and fixed lower than what would ordinarily be prescribed for the general category, subject of course , to the minimum standard of suitability necessary for maintaining efficiency in the enterprises
- (ii) that the experience prescribed should be restricted to the minimum and is lower than that normally

required for candidates of the general category. (iii) that the concessions in regard to age limit, qualifications or experience for SCs/STs is clearly stipulated in the advertisement and (iv) special pre-entry training the relevant trades or disciplines, if necessary, is arranged for the candidates selected on the basis of relaxed standards of suitability. If the dearth of SC/ST, candidates continues, PEs should organise special courses tailored to the requirements of such persons to impart the requisite skill to them<sup>4</sup>.

The government fixed the responsibility for implementing the Directive "on the Head of the Dept in a formal manner both in the administrative ministries and public enterprises."<sup>5</sup>

Therefore, the public sector enterprises of U.P. state are doing their best to implement the govt Directive and recruitment policy decision regarding the recruitment of SCs/STs candidates. While discussing the recruitment policy in public sector undertakings, Prof Chatterjee maintains that employment often implies a life long career with a single organisation. Mobility of personnel is severely limited except at the top levels. Appointments are generally made at the lowest levels ; technical and semi-skilled workers within these three groups are, in most organisations, filled by promotions from within.

Thus , the recruitment practises with regard to recruitment vary from sector to sector and company to company. By and large, the companies recruit the workers through the combination of two or three sources. However the recruitment practices in U.P. factories have not been very healthy and uniform and have been influenced greatly by the philosophy and outlook of the management, socio-cultural factors, economic and political conditions etc. In a survey conducted by the National commission on labour, it was observed that many mal-practises such as favouritism, corruption, groupism and discrimination against workers existed in the recruitment practises of worker in U.P. Industrial concerns.

However, a survey conducted of different public sector units reveals that all the public sector enterprises are required to consider candidates sponsored by the employment exchanges (over 535) and in most cases, confined the selection to these candidates. However, the private sector is not under any such formal obligation .<sup>6</sup> Reservation of 25% of vacancies for Scheduled Castes and Scheduled Tribes candidates and preferential treatment of displaced persons is a part of statutory requirement of govt and public sector employment in India.<sup>7</sup>

Therefore, the following sources of labour supply are in practice in public sector undertakings of U.P. State.

1. Advertisement both external and internal
2. Employment Exchanges
3. Casual callers and employment schemes
4. SCs/STs
5. Recommended applicants of present workers
6. Relatives and friends.
7. Displaced persons.
8. Other public sector enterprises.
9. School and technical institutes
10. Sons of the retired or premature dead workers
11. Deputation personnel
12. Transfer from other public undertakings.
13. Retired military and police personnel is also an important source of recruitment , particularly for security jobs, and personnel jobs in the enterprises.
14. Retrenched workers from other units.

These are the methods and sources of Recruitment of industrial labour in U.P. state enterprises in order to build up a permanent and stable labour force for the smooth running of the undertaking. There is no single scientific source of labour recruitment in the state. In case of some sources, these units are legally, socially and normally bound to adopt them in every condition and recruit only the prospective job -seekers who come under the purview of these sources. Such sources have to consider the lists of candidates sponsored by employment exchanges of

SCs/STs. Displaced persons, reterenched workers of other units Transfer etc. The government of India has fixed a definite quota of reservation of these candidates which is communicated to the respective states of Indian union to implement in its recruitment practices. The recruitment practice through labour contractors / jobbers is also prevailing in public sector enterprises. To some extent the government is suggesting measures for eradicating these evils and malpractices in the Recruitment process.

Unskilled labour is generally recruited directly through interviews where the candidates past working experience, family status sources of income, number of family members, his interest, ability and aptitude in respect of work etc . are considered. But in the case of semiskilled and skilled labourers work test precedes the interview. These are the methods of recruitment in these concerns. Due to increasing unemployment in the state, the recruitment practices are becoming very strict and have to observe the principle of impartiality. It is many times observed that for one vacancy hundreds of application are received. Hence, it is an uphill task to screen these applicants because all candidates have different professional backgrounds. In order to tackle this critical situation, a written test followed by a work test and personal interview is the solution. Therefore, for the recruitment of skilled and semi-skilled personnel , written test, work test and



individual interviews are the recruitment practices of the public sector units. The final recruitment is done on the basis of performance in all the tests.

Thus, to meet these critical economic conditions of the country, the government has formulated a scientific recruitment policy for the procurement of efficient personnel in order to match the right man to the right job.

Due to the prevailing bad conditions in the country recruitment function has become challenging and many partial and corrupt practices have been reported in the recruitment of workers. Therefore the Government has issued certain principles and guidelines for recruitment in order to meet the requirements of Downtrodden and backward classes of the society. Since then, the policy has become more scientific, viable and socially oriented because the major aim of the state is to provide employment to all irrespective of caste, colour, sex and creed, in recruitment practice. The first preference must be given to young persons from families whose lands are acquired for the project. These people must be provided training for employment. In case of recruitment of unskilled workers, preference must be given to people coming from nearby areas or the neighbourhood of the project. SCs/STs must be the first preferred applicants

in recruitment. The recruitment practices must not be done entirely by the head of the undertaking. For this, a recruitment committee has been constituted, with the concerned State and Government's nominee. In public sector enterprises, the practices are to some extent just and impartial.

To sum up the recruitment practices in U.P. state industrial undertakings are scientific and socially oriented and so the prime object of these public enterprises is being achieved.

Here, I would like to emphasise the facts that since the upliftment of the backward and downtrodden communities like the development of backward regions of the state is the government obligation and responsibility, this burden must also be shared and owned by the entrepreneurs of the private sector enterprises. Private sector should also be compelled to undertake this social and moral responsibility. An act, therefore is suggested to be legislated so that it becomes obligatory for both the sectors to recruit and reserve certain percentage of vacancies for SCs /STs and other backward communities in order to establish the socialistic pattern of society which is the prime objective of the Indian Government.

RECRUITMENT PRACTICES IN PRIVATE SECTOR ENTERPRISES :

The problem of recruitment is very intricate and complex. Recruitment is the positive process to use human resources in order to meet the needs of society and to employ effective and scientific measures for attracting the labour force in adequate number for building up an efficient permanent working force. These sources indicate that where the industrial labourers can be discovered, from and the method of recruitment deals with/how these sources must be tapped.

The recruitment practices of industrial labour in U.P. private sector are not formalised and institutionalised. As in case of public sector, private sector also adopt numerous sources of labour supply. The sources of labour recruitment varies from company to company, unit to unit, and industry to industry. In case of new industrial enterprises, naturally the private entrepreneurs have to seek the external sources of recruitment for mass labour supply and using different methods like direct, indirect and third party and also the contract method. But in future, if any vacancy occurs, recruitment is generally made from within the organisation. When expansion of the concern is to be made both internal and external sources are practised.

For the purpose of factual and deep study regarding the practices of recruitment in the private sector, it is imperative to go through different practices which comes under the jurisdiction or territorial boundary of the state. On the basis of survey, it can be said that the procedures of recruitment though formulated are not institutionalised. The survey of different factories of the state was conducted in which we found the following sources for the prevailing practices of labour recruitment :

1. Advertisement both internal and external
2. Employment exchanges
3. Relatives and friends of present employees
4. Recommendations of workers
5. Casual callers
6. Promotion, Transfer and, Demotions
7. Labour unions
8. Words of mouth
9. Factory gate.
10. Unsolicited applications etc.
- 11- Others.

In all over U.P. private sector enterprises, these were the sources found, practised in the process of recruitment. The recruiters evaluate all these sources scientifically and adopt the best in accordance with their

requirement of man power. The selection of these alternative sources of labour supply is always based on situational factors and on the wish of the employer, because the private sector enterprises are not put under any legal restrictions in their recruitment practices. Therefore, they get full Liberty to use any source according to their requirements of human resources as in the case of public sector undertakings. In the case of unskilled workers the private employer easily gets the required number of workers because unemployed young people assemble at the factory gate are recruited. In case of tight labour market or labour scarcity, the advertisement and Employment exchanges are the methods to hire labourers. When these methods fail, jobbers and contractors are approached to recruit the personnel on the behalf of their client industries. They are provided with commission in lieu of their services. Some times, the existing workers are approached to make their referrals for recruitment. Consequently, when all these sources and methods fail the house to house search of unemployed people is also made in the state. Women are also encouraged to work in the factory. Thus, there are various practices of unskilled workers recruitment.

In the case of semi-skilled and skilled workers, work test and individual interview are in practice. However, the private employer does not face any problem in recruitment because there is tremendous unemployment in the state. These units procure efficient personnel according to their choice

and requirements. These skilled vacancies are generally filled within the organisation by promoting the present workers from lower level to higher level post. When the worker is not available within the unit different sources are practised for the recruitment of these personnel. Hence it may be pointed out that the sources of recruitment of industrial labour are numerous in practice. No problem of labour scarcity is being faced by the concern because abundant number of workers are likely to be available in the same vicinity or proximity of the enterprise.

From the above observation, it is quite evident that there is no well designed recruitment policy in practice in the private sector. In most cases, the white collar-workers are easily discovered in the vicinity of the enterprise, but for skilled workers they have to resort to different sources to meet the efficiency of the enterprise. It is quite clear that recruitment in any large industrial organisation is a much more complex and extensive procedure. Hence, the recruitment practices are executed on the basis of two major sources internal and external, which conveniently provide the regular supply of prospective potential candidates. In case of private sector the procedures were not institutionalised as which reveals by the survey of different private industries.

The result of a survey of 36 companies conducted by the author, pertaining to recruitment practices reveals that U.P.

state industries rely much on the sources which are mostly informal and non-institutionalised. The result shows that main sources of recruitment of skilled, semi-skilled and unskilled workers in most industrial concerns are through the recommendations of present employees or workers. Although recruitment has been considered an essential plank of sound personnel management has been neglected area not only in the small scale concerns but also in large scale and progressive undertaking of both private and public sectors.

Now let me study the recruitment practices in some of the U.P. private concerns on the basis of the survey conducted by me of these different industries or enterprises. Some of them are briefly analysed below :

#### MODI ENTERPRISES :

Modi enterprises consist of Modi Industries Ltd, Modi spinning and weaving mills Ltd., Modipon Ltd, Modi Rubber Ltd. and Modi Carpets Ltd. Two big industrial towns have come into existence as a result of Modi Enterprises, Modi Nagar and Modipuram, Modi Industries, Modi spinning and weaving Mills and Modipon are the three major enterprises which form the industrial complex in Modi Nagar. Modi Rubber, Ltd has been located five kilo meters away from Meerut on Meerut, Roorkee road which gave birth to a new town called Modi puram. Modi carpets Ltd. has been set up in Rae Bareilly.

Let me examine the Recruitment practices in Modi enterprises separately.

#### RECRUITMENT PRACTICES IN MODI ENTERPRISES :

For the success and continuity of an industrial enterprise, significance of adequate capital, machines, and materials cannot be denied but at the same time its human constituents can not be ignored. The management's prime function and responsibility is to match the right man to the right job at the right time. To meet the quantitative and qualitative man-power needs of an organisation, various sources of recruitment are required to be explored and examined. In order to know the recruitment practices of Industrial labour in Uttar Pradesh, Industrial organisations were visited to conduct direct interview.

#### MODI SPINNING AND WEAVING MILLS :

In Modi spinning and weaving Mills (hereafter referred to as Modi Mills) it has been discovered that there exists no systematic and sound process of manpower management. The estimation of labourers necessitated in various sections and Departments is done by the supervisors and Departmental heads. The final approval for the same is granted by the executive Director of the company.



In the early years of the company, there was no systematic procedure for recruiting the workers. As and when the requirements for labour force was felt, the assistance of friends and relatives was sought and the people of the rural area surrounding Modi Nagar were given first preference. Later, the recruitment function was assigned to the labour officers and special recruitment officers who were recruited for the purpose. The unskilled workers were mostly recruited at the gate of the mill. Nowadays, due to legal compulsions and governmental controls and interference, the recruitment practices have undergone a little change. The sources used for the recruitment of workers are as follows. (1) Factory gate (2) Employment exchange (3) Advertisement (4) Relatives and friends (5) Recommendations of present workers (6) promotions (7) Others.

As far as the sources of recruitment are concerned, majority of workers are recruited through employment exchange. The requests of labourers is sent to the employment exchange with job description and job specification and accordingly, employment exchange sends list of applicants who are interviewed by the company's selection board. The recommendations of workers and their union leaders are also given weightage. Most unskilled workers are recruited at the mill gate. Advertisement in daily

newspapers and periodicals is used for experienced, semi-skilled, and skilled personnel. When there is dearth of skilled personnel in the local Employment exchange and the labour market, the vacancies are advertised in newspapers but it is done very seldom. The people working on higher skilled jobs in other rival (competitive) concerns are also lured by the company on increased salary and privileges.

## 2. MODI STEELS LTD. :

The human resources requirements are estimated by each department of the company. The Departmental heads are responsible for making estimates. The final approval is given by the top management.

Various sources of recruitment are used for the purpose of recruitment of industrial team in the company. The major source is the Employment exchange. The skilled labourers such as electricians, fitters, turners, welders, etc are drawn from industrial training institutes and the help of local employment exchange too is sought. The Employment exchange is informed while conducting direct recruitment. The following sources are being practised in the recruitment programme.

- (1) Factory gate
- (2) Employment Exchange
- (3) Advertisement
- (4) Recommendation of employees
- (5) Internal promotions
- (6) Others

The major source of requirement is Employment exchange. Generally, unskilled workers are recruited at the factory gate. Workers working in the factory are also informed to supply unskilled and semi-skilled workers.

The prevailing practice of the company is to recruit labour on temporary basis in the initial stage, and retain them as 'Substitutes' or badli for sometime and then they are made as permanent workers. Advertisement is also the main source in practice for the recruitment of higher skilled personnel. Top management tries to attract top skilled labourers working in other steel enterprises of the state. Such personnel are invited to work in their concern on enhanced salary and better service conditions and facilities.

(3) MODIPON LTD :

In this enterprise the requirements of the Manpower of each Department are estimated on the basis of job requirement of that Department, section. The total requirements of all the Departments are finally approved by the top management.

The management of Modipon Ltd. practises fair treatment of all applicants and no discrimination is allowed on the basis of caste, colour, religion and region, etc. The management policy is that right man must be recruited for the right job. While recruiting workers, the academic qualifications, experience, aptitude, interest and other personal and psychological qualities are given due importance. The policy of this concern is to give preference to the laid off workers of the organisation and the dependents and relatives of the present workers.

The major sources of requirement are Employment exchange, Advertisement, workers referrals, internal promotions and others. etc. However, for semi-skilled and unskilled workers, the employment exchange are informed through notification by the company. The company entertains the recommended applicant coming through relatives and friends working in the organisation.

#### 4. HARYANA MEETERS INDIA :

This enterprise is located in Noida, District Ghaziabad. For several years, the concern has been progressing and as still having its expansion programme.

The man-power needs are brought to the notice of the top management which gives the final approval for recruitment. Different sources are used in order to build up a permanent working team. The sources followed are :

1. Applicants at the factory gate
2. Employment exchange
3. Advertisement
4. Recommendations of the existing personnel
5. Friend and relatives of the workers.

Generally, unskilled workers are recruited at the gate of the factory. Semi-skilled personnel sometimes come from surrounding villages or some times the workers get introduced to the recruiters. But in the case of skilled labour, advertisement in daily newspapers is practised to recruit the most efficient workers. Labour piracy from rival firms is also practised in this concern.

4. BUCKEY MACHINES, BUCKEYE CELLS, SENATRY FLASH LIGHT, LINK  
LOCK, PRAG MILL ETC., MOLA SOAPS

These are six well reputed concerns at Aligarh, located in the industrial complex of the District. The major source of labour supply in these factories is applicant's presence at the factory gate and mostly workers are drawn from the nearby rural areas. Employment exchange is also provided with a notification of labour needs, but as a formality. The following are the usual sources, which are in practice in these different six factories :

1. Applicants at the factory gate
2. Employment exchange
3. Relatives and friends of the present workers
4. Recommendations of the present workers
5. Internal promotions and
6. Others

Advertisement is also used but in rare cases, when a highly skilled worker is required. The recruiters do not face any problem regarding their recruitment of labour, because, skilled, semi-skilled and unskilled workers are easily procured without any special effort.

#### 5. GEEP INDUSTRIAL SYNDICATE :

It is a professionally managed company of Allahabad. The recruitment practices in this company are also the same as in the case of others.

Advertisement, Employment Exchange, Recommendations of the workers, Relatives and friends of workers, Internal promotions, applicants at the gate are the usual sources in this concern. Generally, the unskilled and semi-skilled workers, are recruited directly after informing the employment exchange. Skilled workers also visit to the personnel department located at Taskent road. These posts are advertised also in Newspapers. The existing workers of the factory are also

informed about labour requirements and their recommendations are considered. The factory also recruits the dependents and relatives of the labourers.

#### 6. JAIN BULB KASGANJ-ETAH :

Kasganj is a small town of Etah District which has given birth to Jain Bulbs Enterprise. In this enterprise unskilled workers assemble at the gate and are recruited. Semi-skilled and skilled workers are pirated from sister concerns on better compensation and facilities. The sources employed in its recruitment practises are, Applicants at the gate, Recommendation of workers, Relatives and friends of present personnel, and others. However the enterprise does not face any problem regarding man-power requirement. Jain Bulb enterprise is practising an entirely informal and non-institutionalised recruitment procedure and practices.

From the study of different private concerns we reach the conclusion that generally, under the legal compulsion the management is required to send the employment exchanges the list of prospective candidate but the people are also recruited directly. Corruption and other mal-practices are also reported in reputed firms. Discrimination on the basis of caste, religion and region is a prevailing practice in private sector units.

SUMMARY : The present survey discloses that in U.P. in both the public and private sector undertakings different alternative sources of labour supply are used. In case of public sector enterprises the recruitment practices are scientific, formal and institutionalised. But in private industries, the survey reveals that the practices of recruitment are informal and non-institutionalised in character. The major sources in order of preference are advertisement, Employment exchanges, friends and relatives, casual callers, employee recommendations, words of mouth, unsolicited applications etc. The legislation requires employers to give notification of vacancies to the employment exchange but it is reported by many industrial enterprises that this source does not serve the purpose and is found in-effective, Particularly for skilled and higher skilled workers. Many factories of the state used varied sources. While examining critically the recruitment practices in U.P. private sector, it may be pointed out that there is no single set pattern and practice of recruitment. Except in a few big units, recruitment is mostly traditional.

It is an established fact that recruitment practices depend upon various factors such as regional conditions, nature of enterprise, attitude of management, legal controls and market conditions etc. But the sources adopted by most of the companies are not formal and institutionalised. A



large number of misfits are recruited in many organisations at various levels due to a number of reasons including the important one of tremendous educated unemployment in the state. Under the prevailing conditions of mass unemployment the people accept work irrespective of their aptitude, interest, ability and suitability. Furthermore, due to mass supply of unskilled and semi-skilled labourers the employers do not pay a serious attention to this aspect.

Thus in the context of U.P. state it can be said that recruitment practices are not uniform and vary from industry to industry, region to region and sector to sector. Through these practices, few large scale enterprises can be regarded as suitable, but more undertakings both in private and public sectors are lagging behind in utilising the techniques and the methods of proper utilisation of available human resources because of unscientific recruitment practices. However, the present practices of recruitment of Industrial labour in U.P. require revamping, Introduction of new techniques and methods of recruitment <sup>which</sup> is an imperative necessity particularly in the private sector of Uttar Pradesh.

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CHAPTER - VCONCLUSION AND SUGGESTIONS

Significant dissimilarities have been emphasised pertaining to the aspect of 'sources and methods of Recruitment of Industrial labour in U.P. Private and public sector enterprises and more specifically in the three Modi enterprise and other concerns of other Districts. Except for a few and large scale and progressive undertakings there is no scientific practice of recruitment. The main sources of Recruitment have been entirely informal and non-institutionalised in most of the industrial concerns of the private sector. However, under the legal restrictions and compulsions the entrepreneurs of private sector enterprises are bound to make the recruitment of the quantitative and qualitative number of personnel through the help of Employment exchanges, but the Assistance of relatives, friends, jobbers, contractors, words of mouth, and the workers of the companies has also been in practice for a long time. It is an established fact that the success or failure of an enterprise depends upon the working team of the concern. However this factor of production is not yet recognised as an important factor especially in the case of private industries. Industry is not a mass of machines or technical process but a body of men. It requires tactful handling. Therefore, to achieve

the desired efficiency and productivity would be quite impossible if efficient labour team is not recruited. The efficient labour force is possible only through the scientific process of recruitment of labour, but employers do not make any special efforts in this regard. Since their recruitment practices are informal and non-institutionalised, they result in wrong recruitment of personnel leading to various industrial problems like, strikes, lockout, dharnas, gheraos and other forms of industrial disputes. These industrial evils are only, because of wrong matching of job with men. If scientific sources and methods of recruitment are practised, U.P. can become a more industrial prosperous state of the Indian Union. The personnel Departments following the same obsolete and old sources for recruitment which results in inefficiency, low productivity and ultimately slow expansion of the enterprises. The personnel manager must realise his responsibility regarding employment and maintaining harmonious industrial relations between the employer and the employee so that the objectives of these members of an industrial family or society may be attained magnificiently. Regarding the employment function, he should do his best in procuring more loyal, faithful and labourious workers, and should encourage them to merge with in the industrial life so that they prove themselves highly dependable workers and assets of the organisation with their industry and calibre. A sense of belonging must be

created in their minds so that the expectations of both the management and the staff may be met.

In comparison with the private sector enterprises, the public sector undertakings use formal and institutional sources for recruitment. The recruitment practices of U.P. State units are scientific and are well implemented for the purpose. That is why, the performance of the public sector enterprises is improving day by day. In Modi enterprises, Employment Exchange is the main source of labour supply of skilled, semi-skilled and unskilled categories. During survey it was found that a feeling of dissatisfaction in respect of recruitment processes prevails in the employees of Modi Mills and Modi steel enterprise which is comparatively stronger in the workers of the former concern. However, we observed a complete satisfaction in the employees of Modipon, because to some extent their recruitment practices are formal and institutionalised.

To make an overall review of our concluding topic, it may be pointed out that unscientific recruitment practices are the major hurdles in the industrial Development of U.P. It is imperative on the part of entrepreneurs to take serious notice of this problem. They should not allow the use of improper procedure in the process of hiring personnel because the ultimate goal of scientific management rests

on the coordinated effort of workers of the organisation. Strong action must be taken to tackle this problem of personnel management. It is advisable to those who are concerned with the development and smooth running of Industries in U.P. that they should devote their proper attention to eradicating recruitment constraints in order to build up an efficient and permanent labour force for the organisation and eventually, to maintain the desired level of productivity and efficiency, informal and non-institutionalised sources and haphazard methods of recruitment can not be afforded further. In order to meet growing needs of skilled personnel, the policies and practices are to be redesigned and in this regard the suggestions which are given below if considered can remove so many hurdles and hindrances which come in the way of scientific recruitment practices of labour.

1. Personnel executives must be professionally specialised in the field of personnel management and industrial relations. Before providing an independent charge these officers must be imparted suitable practical training so that they may utilise their knowledge, skills and intelligence more effectively. The organisation must design short duration training programmes during the tenure of their employment in the factory, so that the deficiencies may be removed and they may prove themselves as most efficient and expert employment executives of industrial labour.

2. Personnel executives should constantly explore new sources of supply of working personnel, review and improve the methods as the effectiveness of a particular method or a source tends to change under changing condition. A sound recruitment programme necessitates the evaluation of each source from the point of view of the recruitment qualities of workers.

3. The government of India is advised to formulate a uniform recruitment policy at the national level and industry wise practices, policies and, programmes relevant to recruitment be checked out in accordance with the National policy.

4. Both the policies, i.e., the policy of union government, at National level and the unit wise policies must be flexible in order to meet the changing situation and dynamic character of the people of the state.

5. The labour unions should have a share in the recruitment policy and programme of the organisation. A definite percentage of recruitment of labour should be established and the employer should delegate them authority to recruit the workers at their own initiative or consider the recommended applicants of these unions. These unions generally recommend the cases of Employees' wards of the company, provided the union is one. If the unions are more than one, then labourers' representatives

be included through general consensus and mutual understanding of the workers of the company.

6. The major sources of recruitment must be the employment exchanges for the skilled, semi-skilled and unskilled workers. But in the case of higher skilled vacancies other sources must also be practised so that desirable personnel may be recruited to match the job. But a regular check should be made on the working of Employment exchanges in order to create a confidence in common people about their efficient and impartial functioning.

7. The people who come within the vicinity or from the surrounding villages must be preferred and given weightage upto a certain fixed percentage. The employers should realize these people's right to get employment in the factory first and not go to other state or distant districts of the state.

8. For the skilled and comparatively higher skilled jobs, advertisement in different daily newspapers at its National level should be given in order to meet the specific qualifications, skills, intelligence, talents and aptitude for the specified jobs.

9. All the unsolicited applications should also be entertained. It is possible to procure suitable prospective candidates economically.



10. Mal-practices of labour piracy i.e. the practice of offering a better job to an efficient and highly skillful worker working in another rival or sister concern should be checked properly which has become a common practice in the private sector enterprises of our state to snatch competent and intelligent personnel from the public sector undertakings. Moreover, the practice of Advertising vacancies without the existence of jobs is also unethical and unhealthy which should be prevented.

11. The government should exercise the feed-back technique in order to discover the mal-practices of private sector units in recruitment practices. Mere enactment of laws or passing orders is not sufficient, it is also necessary to ascertain whether the respective legislation's have been implemented and are giving the desired result or not .

12. The Employer should assess his own prevailing recruitment practices in the light of the past ones and if further modification is required in the policy must be done.

13. Views must be sought at each level of management regarding recruitment procedure of the company, because workers' satisfaction is of prime importance.

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